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NOTE: Items listed in *italics* are not included in the printed book, but can be found on the Arlington County web site at www.arlingtonva.us

	BOOK	WEB

SECTION D ■ ENTERPRISE, SPECIAL REVENUE and INTERNAL SERVICE FUNDS

GUIDE TO READING THE PROPOSED BUDGET

With the FY 2018 budget, as a cost saving measure, the County continues with a printed proposed budget of a reduced size; detailed, line of business specific information is available on the County's website. The table of contents in the proposed budget book lists all documents which are part of the budget presentation, and differentiates via the use of **bold** and *italics* which documents are both in the book and on the web, and which are on the web only (**bolded** documents appear in **both the book and web**, and ones shown in *italics* are *only on the web*).

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 dealing with 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 which shows which departments are budgeted in which funds.
- **Expenditure Summary - All Funds**: This section illustrates all of the County Government and School Board expenditures, by fund type.
- **Expenditure and Revenue Summary by Fund**: This summary shows FY 2018 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 section 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 2016 Actual, FY 2017 Adopted, and FY 2018 Proposed) detail of staffing levels (authorized full-time equivalent positions, or FTEs) and expenditures by department and fund.
- **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 2017 adopted budget and the FY 2018 proposed budget, highlighting positions added, transferred between departments, or eliminated.

Compensation Summary: This section includes information on the General Fund and all fund totals budgeted in FY 2018 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 change, 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 print version of the proposed budget provides the department summary narrative; the web version includes additional narratives for each department's lines of business and a ten-year history for each department.

The **Department Summary Narrative** (included in both the print and web versions) 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 2016 actual, FY 2017 adopted budget, FY 2018 proposed budget, and the percent change from FY 2017 to FY 2018.

Line of Business Narratives – *WEB VERSION ONLY*

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.
- **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.

- **Program Financial Tables**: The budget tables illustrate expenses and revenue by category and full time equivalent positions (FTEs). These are shown for FY 2016 actual, FY 2017 adopted budget, and the FY 2018 proposed budget. The categories used to detail expenses and revenues may vary somewhat by department, depending on unique circumstances. The major categories include:
  - PERSONNEL: Expenses for salaries, wages, and employee fringe benefits, such as retirement, health, and life insurance.
  - NON-PERSONNEL: Operating expenses such as office supplies, equipment, maintenance contracts, telephone charges, and electricity.
  - INTRA-COUNTY CHARGES and INTER-DEPARTMENTAL CREDIT: Reimbursement for services performed by one department or program to support another County department, program, or fund.
  - FEES: Monies received by the County as payment for services, goods or use of a facility, such as residential refuse disposal fees and user fees for recreation programs.
  - GRANTS: Monetary contributions, usually from state or federal agencies, to be used for a specific purpose or activity.
  - NET TAX SUPPORT: Net tax support is the remainder determined by subtracting all state and federal aid, fees, and charges from the total expenditures of the programs. It is used to project the amount of general tax dollars (as opposed to program-specific revenues) that are required to provide services.
  - FTEs: This section displays the number of full-time equivalent positions authorized by the County Board, broken out between permanent and temporary positions.
- **Performance Measures**: Line of business narratives contain performance measures, which typically span six years from FY 2013 Actual to FY 2018 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 and 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 2017 Adopted column; the FY 2017 Re-Estimate column includes a projection of FY 2017 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 2018 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 (*web version only*), a chart with selected fiscal indicators for the County, and the Arlington County Profile (*web version only*).

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FY 2018 BUDGET CALENDAR

The calendar for development of the FY 2018 budget is provided below. The fiscal year begins July 1, 2017 and ends June 30, 2018.

September 2016	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 his budget recommendations.
February 23	School Superintendent submits Superintendent's Proposed Budget to the School Board.
February 25	County Manager's FY 2018 Proposed Budget is submitted to the County Board.
February - April	County Board holds a series of budget work sessions with County departments, Constitutional Offices, and the School Board.
March	County Manager submits FY 2017 mid-year review of expenditures and revenues to the County Board.
March 28	County Board holds a public hearing on the proposed FY 2018 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees. **(County Board Room, 2100 Clarendon Blvd. at 7:00 p.m.)**
March 30	County Board holds a second public hearing on the proposed FY 2018 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees. **(County Board Room at 7:00 p.m.)**
April 22	County Board adopts FY 2018 Budget and Appropriations Resolutions for the County government, the public schools, and Pay-As-You-Go Capital. County Board adopts the CY 2017 real estate tax rate and other FY 2018 taxes and fees.
May 4	School Board adopts FY 2018 school budget.
July 1	FY 2018 begins.

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ARLINGTON
VIRGINIA
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Fiscal Year 2018 Proposed Budget Message

To the County Board & the Arlington Community:

I am pleased to present you with my Proposed Budget for Fiscal Year 2018. The budget proposal, for the Fiscal Year beginning July 1, 2017, continues the County's long and established practice of carefully managing County resources and services to deliver excellent value to our community. The value provided by Arlington County government, whether fire and ambulance services, libraries, parks, or police, serves as an important complement in supporting the economic strengths that make Arlington an attractive, successful, and vibrant community. In turn, the economic vitality we enjoy enables us to tackle important challenges, like housing affordability, facing residents who, with a little assistance, can make their own significant contributions to our community.

My proposed budget continues the multi-year focus on the three priorities I have laid out: economic development, service delivery and transparency, and strategic budget planning and fiscal sustainability, while addressing the core service demands of the County mainly through budget reallocations.

By The Numbers

As in past years, the County Board's guidance [linked here] for preparing the FY 2018 Proposed Budget called for me to "assume continuation of the current level of services within the existing tax rate." The Proposed Budget I am presenting today, which totals $1.6 billion for all funds and $1.24 billion for the General Fund, implements this guidance. My Proposed Budget supports County operations at their current level of services, which is made possible by the additional $34.3 million in revenue (County's share of $20.5 million and Schools' share of $13.8 million) realized at the current tax rate. This additional revenue results from real estate assessment growth of 3.0% and other revenue growth of 3.8%. In addition to current services, my Proposed Budget, recommends small investments to enhance public safety, infrastructure, economic development, housing, and our county workforce, which are funded primarily through strategic reallocations of existing resources.

The budget guidance also called for me to present options for a "possible tax rate increase to meet extraordinary needs" of the Washington Metropolitan Area Transit Authority (WMATA) and the Arlington Public Schools (APS). My proposed budget also implements that guidance: I am recommending property tax increases of one cent each ($7.4 million per penny) to fund the clearly extraordinary needs of WMATA and APS.

Continued Focus on Multi-Year Priorities

When I became County Manager in July 2015, I told the County Board and community that my focus over the next few years would be on three key priorities: **economic**

development, service delivery and transparency, and strategic budget planning and fiscal sustainability. This year's budget continues these priorities and places significant emphasis on service delivery. Service delivery involves process improvements, improving access to our programs, and renewed focus on core infrastructure.

The documents that follow this message lay out, for each of my initiatives, progress made to date, multi-year activities that are underway, and new efforts, the majority of which are funded with budget reallocations. These enhancements include an additional staff person for the highly successful BizLaunch program and investments in our aging streetlight infrastructure. All of my recommendations will be highlighted at each of the County Board's work sessions, which will be livestreamed and described in documents available on our website.

Major Pressures in FY 2018 and Beyond

Metro – By now, the very serious challenges facing WMATA today, and for the foreseeable future, are evident to anyone in the region who relies on the transit system to transport them or their employees across the metropolitan area. In October, WMATA's General Manager proposed a budget for FY 2018, beginning July 1, 2017, that would address a projected $290 million operating deficit through fare increases, services changes, and $100 million in additional subsidies from local jurisdictions. Arlington County's share of this request is $6 million. Additionally, WMATA has requested that Arlington County issue an additional $22 million in bonds to fund the transit agency's FY 2018 capital request. This will require another $1.5 million in annual debt service funding from the County beginning in FY 2018.

WMATA's finances are clearly under significant pressure. The request for additional County support is important and critical for our residents and the County's economy. I am, therefore, recommending funding this request through a dedicated property tax rate increase of $0.01/$100, not to be shared with Arlington Public Schools. This would provide WMATA with an additional $7.4 million in funding. Of this amount, $5.9 million would fund the County's $36.24 million contribution to WMATA's operating budget, a 19% increase from the subsidy the County provided in FY 2017. In addition, the remaining $1.5 million of the tax rate increase would fund debt service on an additional $22 million of general obligation bonds that will be issued to meet the County's FY 2018 contribution to WMATA's capital budget.

However, while I am recommending this increase, the pressures beyond FY 2018 are even more intense. Provision of these additional resources in FY 2018 is done assuming that this will provide the additional time needed for Arlington, its Virginia neighbors (including the Commonwealth), the District of Columbia, Maryland, and the Federal Government to work out a more permanent solution. The proposed increase assumes that WMATA will make progress in rectifying its current financial situation, improve safety and reliability, revamp work practices, improve governance, and that a new source of regional founding will be formulated.

Arlington Public Schools (APS) APS is in the midst of substantial enrollment growth and the accompanying demands of maintaining its high achievement rates. Over the past several years, funding for APS through the County transfer has increased from $400.4 million in FY 2014 to $478.3 million in the FY 2018 proposed budget, an almost 20 percent increase over the last five years. In November 2016, APS projected a prospective shortfall in its FY 2018 Budget of between $22.6 million and $28.6 million. Growth in assessed values, along with slight changes in other County taxes, and various adjustments made by Schools decreased their potential gap to approximately

$14 million as reported in January 2017. The Superintendent proposed his final budget to the School Board on February 23rd.

I am recommending that the County Board consider advertising up to an additional 1 cent in the real estate tax rate for Schools funding, in addition to the 1 cent I am recommending for Metro. If 1 cent for Schools is adopted, the County's ongoing transfer to schools will increase from $464.5 million (adopted FY 2017) to $485.7 million for FY 2018 – $7.4 million above the current FY 2018 proposed transfer of $478.3 million and a 4.6% increase over the current year. The proposed 1 cent is consistent with the Revenue Sharing Principles agreed to by both the County Board and School Board which specifically call out "enrollment growth" as a critical priority.

While APS has additional needs beyond the student enrollment funds proposed here, it is my belief that APS, like the County, should be able to fund any increases for salary enhancement for staff, and program enhancements, within the revenue provided by the current tax rate. In formulating the County's Proposed Budget, I have made numerous trade-offs to achieve this on the "County side".

The proposed property 1 cent tax rate increase would provide an additional $7.4 million in ongoing revenue to the Schools. In addition, the FY 2018 Proposed Budget (including the 1 cent increase) will provide APS with $4.3 million in new one-time revenue that will supplement existing cash reserves held by APS of $77.7 million. The strategic use of these resources should give APS the ability to address their student enrollment increase and other budget pressures over the near term fiscal horizon.

County Services Supporting the Growth in School-Age Population

The County is also facing the challenges of addressing the rapidly growing preschool and school-aged population. Demands for childcare in the County by both employers and our residents are significant. Our front-line providers for those children most in need (the Department of Human Services and the Juvenile & Domestic Relations (JDR) Court) are facing increasing workloads. Our parks and libraries staff are serving more and more children every day with the same amount of staff.

My Proposed Budget will also provide modest additional funding for services to school aged children, including an additional school health nurse, a youth services librarian and additional resources to key programs at JDR. These additions are being funded through revenues collected under the current tax rate. More specifically, the rate of assessment growth in the Crystal City, Potomac Yard and Pentagon City Tax Increment Financing (TIF) District has exceeded average County growth. The Proposed Budget increases TIF funding from the FY 2017 Adopted level of $4.8 million to $6.3 million. The 5.6% assessment growth (above the Countywide growth of 3.0%) provides an extra $630,470 that is proposed for redirection to the General Fund for County needs (the nurse, Library and Juvenile and Domestic Relations and a Joint Facilities Advisory Committee support position) and provides $293,799 to APS (included in the totals above). This is done while maintaining our commitment to infrastructure in the Crystal City, Potomac Yard, and Pentagon City TIF area.

The County already provides a robust set of assistance to the school-age population through County programs and directs more than $7.0 million in funding for programs that directly benefit APS students while in school. These efforts include School crossing guards, School Resource Officers and School Health Nurses and Clinic Aides. This amount has grown over the past several years as the number of schools, and students has increased. For example, since 2015, the County has continued to add Clinic aides and School Health Nurses to support our schools, including the addition of the School Health Nurse in my FY 2018 budget, an increase of 5.65 positions.

Addressing Additional County Board Direction

In addition, there are a few areas which the Board directed me to report on/study for FY 2018:

- **Senior and Disabled Tax Relief** – I am pleased that the working group we established is reaching the conclusion of its work, which will be presented to the Board in late March / early April, after it completes its next phase of public engagement with the commissions and community at large. The workgroup has proposed a series of recommendations, many of which can be implemented in the very near term without additional resources and others which can be implemented as part of the FY 2019 budget process if the Board were to choose to do so.
- **Child care** - Demands for childcare in the County by both employers and our residents are significant. I have laid out a proposed plan that takes a multi-prong approach to facilitating the increase in supply of child care, and looking at affordability and quality aspects as well. (See Child Care Initiative following)
- **Non-profit analysis** –As directed by the Board, the Proposed Budget begins the discussion on how and to what degree we provide assistance to non-profits. (See Non-Profit Summary and Policy Considerations following)
- **Potential adjustments to taxes & fees** – The Proposed Budget includes several fee changes for the Board to consider. (See the Revenue section following)

Investment in Our Workforce

All of the initiatives I describe here would not be possible without the great workforce of Arlington County. Every day, I am impressed with our employees' hard work and dedication to service. I am pleased that my budget includes merit-based compensation increases for our employees and continues to fully fund our pension and retiree health care obligations. I am proposing some modest enhancements (within current tax rates) to our benefits, particularly for dependent care and transit subsidies, which are described in more detail in the following documents.

Public Input Process

Since September, we have sought community and employee input in a variety of ways. We solicited broad public feedback online via OpenArlington. The Superintendent and I conducted a joint public budget forum in December and made the presentations available online. We held a special briefing for commission chairs, and I held several online chats and in-person town halls for employees.

I want to thank our great community and workforce for all of their input into this Proposed Budget. I look forward to refining these recommendations in the coming months.

Sincerely,

Mark J Schwartz

Mark Schwartz
County Manager

ECONOMIC DEVELOPMENT UPDATES

Our efforts to lower a historically high office vacancy rate are producing some exciting results. From headquarter recruitments to startups and accelerators, the commercial sector is undergoing a transformation that will result in a more diversified and resilient economic base. We are not done fixing the problem and will continue adapting to the competitive environment and finding imaginative solutions. However, we have made great progress toward positioning Arlington as the locality of choice in the National Capital Region and beyond. Since 2015, we have assisted on more than 3.6 million square feet of new or retained office space representing nearly 17,000 jobs.

- **Vacancy rate update** – A combination of expanded marketing and successful business development projects has the vacancy rate moving in the right direction despite ongoing headwinds. At the end of the 4th quarter 2016, the office vacancy rate in Arlington stood at 19.8% an improvement from the previous two quarters (20.4%), and down from the all-time high of 21.4% in the 1st quarter of 2015. The momentum has continued into the first quarter of 2017 with the Nestlé US announcement of 206,000 square feet at 1812 N. Moore Street, which has been vacant since opening in 2013. The headwinds include the impending departure of the National Science Foundation (Q4 2017); the uncertainty of other large federal leases such as Transportation Security Administration and the Drug Enforcement Administration (1 million square feet total); tenants across industry sectors reducing footprint by 20 to 30 percent upon lease renewal; and the rise of competitive submarkets on the Silver Line and in the District of Columbia.

- **Selected business development accomplishments** – As of February 2017, the Economic Development team had assisted nearly 718,000 square feet of economic development successes in FY 2017. Collectively, these projects represent 2,750 jobs in Arlington County. Notable projects include:
    - The retention and expansion of major employers in media, government, and professional services like WJLA/Sinclair, Willis Towers Watson, and the Metropolitan Washington Airports Authority.
    - The continued attraction of small fast growing tech companies like Trustify and Hungry.
    - Securing Punch Bowl Social, a destination retail tenant for Ballston Quarter.
    - The Nestle USA headquarters as the anchor tenant of 1812 N. Moore Street.

- **Tech ecosystem overview -** The tech ecosystem is best described as the resources and facilities needed for emerging tech companies to succeed. In the past two years, Arlington has added 1776, Eastern Foundry, Make Offices, WeWork/WeLive and coming soon, Regus Spaces. Together these entities occupy about 150,000 square feet of office space. New tech companies like Phone2Action, Trustify, Basket, Hungry, Lyft, and Shift have chosen Arlington for their next stages of growth, while companies like ByteCubed and Distil networks built their companies here and have expanded. The StartUp Arlington program is in its second year and had 120 startups apply from all over the U.S. This program gives great visibility to the County at a very low cost and was recognized by the Virginia Association of Counties (VaCo) as an innovative statewide model.

- **Tourism report -** Following reinstatement of Arlington County's tourism-dedicated 0.25 percent transient occupancy tax, the Arlington Convention and Visitors Service (ACVS) is directing resources to rebuild marketing infrastructure and expand outreach to key travel audiences. As a result of the reinstated funds ACVS has increased advertising impressions by more than 5,000%, website sessions and users by more than 110%, and visitors served in person by more than 30%. More than 260,000 Arlington Visitors Guides, Meeting Planner Guides, Maps and Rack Cards are now in distribution, and a new StayArlington website is in development for release in August 2017. Two limited-term FTEs (one focused on Destination Sales – Corporate & International, and the other on Content Management and creation) started in December 2016 and are already significantly adding to the ACVS team's reach and performance. Through December 2016, Arlington's annual hotel Occupancy was 77.2% (0.4% over 2015); Average Daily Rate was $162.03 (2.0% over 2015); and Revenue Per Available Room (RevPAR) was $125.14 (2.4% over 2015).

- **Small business** – The FY 2018 budget includes funding for an additional FTE in the AED BizLaunch program. The position will strengthen outreach to existing small businesses, with a particular focus on child care providers. This position provides capacity for program activities identified as the top priority among business leaders in the 2016 Arlington Business Survey. BizLaunch is currently averaging 5,000 small businesses reached each year through counseling and educational workshops. Going forward, BizLaunch would have the capacity to strategically assist identified industry sectors such as childcare and to create targeted programming to strengthen a provider's success rate.

- **Ballston Quarter** – The Ballston Quarter redevelopment is now under construction with an expected delivery in the Fall of 2018. The tax increment financed bonds were issued and sold in November 2016, completing a two-year effort to implement the public-private partnership that was a critical component of the Ballston Quarter project. In FY 2018, we will continue to work toward delivery of the Ballston Quarter project by assisting the developer with necessary permitting and regulatory approvals, leasing, and marketing and communication efforts.

- **Connect Arlington for Economic Development** – In February 2015, the County Board unanimously approved a policy resolution, standard form license agreement, and schedule of rates that would allow non-County entities to utilize excess ConnectArlington dark fiber for economic development purposes. The necessary agreements with VDOT and infrastructure associated with Phase II of the network, which substantially increased the availability of excess dark fiber in our major commercial corridors, was completed in May of 2016. ConnectArlington represents a digital innovation unlike any undertaken before by the County, and its potential as an important economic development tool is now ready to be realized.

  As such, AED will perform the following functions, in partnership with DTS, to implement ConnectArlington as an economic development tool:

  - Reach out to localities that are implementing the same or similar technology for their private businesses such as ConnectNYC Fiber Access/NYCEDC, and Dublin, Ohio, and ascertain the methods used to implement their programs and the level of success they have had over what period of time and at what cost to the jurisdiction;

  - Enhance outreach efforts towards the "early adopters" of ConnectArlington, including businesses and institutions who are critical components of Arlington's tech eco-system and likely users of high speed dedicated fiber, including entities involved in media, big data analytics, cyber security, med tech, gamers, virtual reality, augmented reality and innovation centers, as well as small to medium sized telco providers who want to enter or expand into Arlington market but face high barriers to entry and forward-thinking commercial property owners;

- Design collateral materials and an improved web presence that more effectively markets the value associated with ConnectArlington, including already achieved success stories associated with Arlington County government, Arlington Public Schools, Virginia Tech and University of Maryland/MAXX;

- Develop processes to better connect, in an efficient manner, the end users, i.e., the commercial office tenants, to higher-quality "lit service" that will be provided by dark fiber licensees; and,

- Provide targeted incentive grants to overcome a critical hurdle identified by the County's work with early adopter ConnectArlington customers – the cost and capacity to construct and maintain lateral connections from the County-owned into private commercial office buildings.

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SERVICE DELIVERY & GOVERNMENTAL TRANSPARENCY

Infrastructure & Operational Enhancements

To improve service delivery, the Proposed Budget continues a focus on improvements in:

- Core infrastructure
- Vital services
- Customer Service

In addition to improvements in the types of services offered, the way in which those services are offered is crucially important. Arlington County, will, for the first time in many years, set basic service expectations, and baseline standards for staff response. While we can't promise every resident will be happy with the responses to questions of County staff, they should expect answers provided in a timely and courteous fashion.

Core Infrastructure:

Streetlight & Trail Light Maintenance
The FY 2017 budget began the process to invest in and improve on the repair, replacement, and management of the County's streetlight and trail light infrastructure. Not typically thought of as an investment in public safety, streetlights and trail lights are critical to our neighborhood safety, transportation network (vehicle and pedestrian users), and vitality of our business community. The County is often criticized for not providing an acceptable level of service to the community for streetlight repairs. As a start, resources were added in FY 2017 to begin to assess and address this growing problem (click here for FY 2017 budget narrative). Additional resources in FY 2018 continue this commitment.

The County currently owns or maintains approximately 7,350 streetlights, with Dominion Virginia Power (DVP) owning and maintaining 11,300 streetlights and the Virginia Department of Transportation (VDOT) owning 600. The County's ownership of streetlights has increased over time, primarily as a result of new development in the Metro corridors. Over the last 5 years there has been a 40 percent increase in the number of County owned and maintained streetlights.

One significant factor affecting County, DVP, and VDOT streetlights is the underground electrical infrastructure that has been in place in some areas for over 50 years. Increasing costs and service delivery times are directly influenced by this aging infrastructure. The County has made significant progress in bulb outages by installing new energy efficient LED luminaires. However, this newer technology doesn't address pole maintenance and underground issues, which is where our problems continue to persist.

Over the years, the Department of Environmental Services (DES) has managed and maintained the streetlight inventory by "borrowing" resources from traffic operations. With the rapid increase in the streetlight inventory and the aging infrastructure supporting the network, this staffing model is no longer sustainable; dedicated resources must be allocated to this important service program.

Response times for repairing streetlights are much slower than our peer communities. Arlington County currently averages 30 days for minor repairs and up to 120 days for major outages.

In 2016, the County received over 2,300 work requests for streetlight and trail light issues through its online reporting system. This does not include contacts through other types of communication (e.g. social media, phone calls, emails, and walk-ins). The County must invest the resources necessary to be able to address these issues in a timely manner.

In the County's 2015 Customer Satisfaction Survey, streetlights were one of the top five areas that residents wanted to see improvements in over the next two years.

The FY 2018 Proposed Budget includes the addition of a total of five positions, two vehicles, equipment, supplies and consultant funds for a trail light inventory. This request includes a position to manage the overall program and ensure the program meets its targeted performance metrics. A Design Engineer is added to address complexities relating to aging infrastructure, and three additional staff to handle the increased daily workload. The total cost for these recommended program additions in FY 2018 is $910,000 – a portion of which is one-time.

Expected Service Improvements:

- Routine outage response time will decrease from 30 days to 3 days
- Major underground repairs will be reduced from 4 months to 1 month

Next Steps in the Streetlight Program:

- Continue to replace older streetlights with LED luminaries
- Finalize the streetlight management plan begun in 2016
- Report progress on improving streetlight repair response times on a regular basis.
- Perform a trail light assessment to inform the County on the repair and replacement needs of the trail light system

Paving Our Roads

The Proposed PAYG Budget includes funding to invest more in paving for our roads ($3.3 million). With a GO Bond investment of $11.9 million, this totals a $15.2 million paving program. The paving funding levels are directly linked to the condition of the roads. The County's current goal is to reach a paving condition index (PCI) of 75-80; an increase of approximately 5 to 10 points. Paving has continued to be the number one priority in the resident satisfaction survey and impacts other county-wide programs including neighborhood conservation and other transportation maintenance capital programs.

Land Acquisition

I have also set aside land acquisition funding ($2.0 million) to take advantage of opportunities that arise for open space or other non-park uses. There are continuing needs for infrastructure storage and staging areas, along with acquisition of properties to expand existing County park land. The Public Spaces Master Plan, when adopted by the County Board next fall, will help to outline a multi-year acquisition plan for open space.

Synthetic Turf Investments

The County currently has fifteen synthetic turf fields, with a plan to install at least three new fields over the next several years. Due to the growing inventory of fields, FY 2018 is the first year the County will have to invest in the replacement of two fields in one fiscal year ($1.3 million). The fields at Long Bridge (cost shared with Marymount University) and TJ Middle School (cost shared with Arlington Public Schools) are both due for replacement and will include costs for site work and amenities.

Maintenance of County Facilities
I am investing $2.2 million for the 84 public government facilities the County currently maintains. The goal of the facilities maintenance program is to provide a comfortable environment with a quality appearance. These dollars will replace and maintain HVAC and roof systems, systems furniture and other facility capital needs.

Transportation Infrastructure
For our ongoing transportation infrastructure maintenance needs, I am including $3.4 million. These funds will be used to maintain and replace infrastructure for bus shelters, regulatory signage, parking meters, traffic systems and signals and other transportation inventory. These maintenance dollars also include the rehabilitation and repair of the Arlington Transit (ART) fleet, which extends the useful life of the buses an approximate four more years.

Vital Service Improvements:

Public Safety Staffing (Click on the Department name below to view the relevant long-term budget presentation.)

- **Sheriff's Office** - The Sheriff's Office completed a staffing study of its operations in FY 2015 that identified staffing needs both at the detention center and in court operations. The FY 2018 Proposed Budget reflects the third year of a multi-year plan to begin to address these staffing issues. Five Deputy Sheriffs were added in both FY 2016 and FY 2017, in addition to a human resources position to address recruitment and training requirements and a senior position focused on Americans with Disability Act (ADA) requirements.

  With the reallocation of funds from the expiring Peumansend Creek Regional Jail (PCRJ) agreement in FY 2017, seven new positions are included in FY 2018. In addition, non-personnel resources ($50,000) needed with the opening of the new firing range at Dulles Airport and one-time funding for an overhaul of Sheriff uniforms ($400,000) are provided.

- **Police** - The changing nature of policing in the past 10-15 years has required the Police Department to shift resources over time to areas like tactical training and enhanced officer readiness. Progressive changes in patrol tactics and equipment with regard to active shooter incidents around the country and around the world have caused the Police Department to significantly overhaul its training.

  The FY 2018 Budget recognizes the need for shifting resources, armory, and training needs to appropriately prepare the police force for the changing environment of public safety. By reallocating existing resources, the Police department is reclassifying three vacant Public Service Aide positions to free up uniform resources to assist in the growing demands of the County day-time and night life activities ($40,544). Currently there are three uniform positions providing job duties that could be fulfilled by civilians. Also, through the reallocation of existing resources ($139,665) and the addition of new resources ($81,035), the County Manager has augmented the training and armory budget in the Police Department by $220,700.

- **Fire** - Last year, funding for eight new firefighter / Emergency Medical Technicians positions was added that would bring all 14 fire suppression units to four-person staffing levels. In addition, one advanced life support medic unit (four additional positions) was added to meet the growth in demand for 911 - emergency calls. This year's Proposed Budget includes funding for two recruit classes ($1,481,549 in additional one-time and ongoing funding). Two recruit classes are needed for the next several years to keep up with the current attrition rate.

- **Office of Emergency Management** - In response to both internal and external staffing analysis, the FY 2018 Proposed Budget includes an additional three Emergency Communication Center call takers. These positions are being added to continue to mitigate staffing challenges, handle existing call volume, and prepare the organization for emerging 9-1-1 staffing demands. All of these positions are funded through a reallocation of existing resources.

Youth Population Investments
Our community is collectively facing the challenge of a rapidly growing youth population. While much of the focus has been on meeting the immediate needs of enrollment growth for APS, the County faces similar pressures to keep up with the demand in youth-related services. The proposed budget includes modest incremental funding to start catching up on the growing demand:

- *Library services* – Attendance at youth library programs has grown from just under 60,000 annually in 2011 to a projected 97,600 in 2016, an increase of close to 64 percent. Additionally, library staff are unable to make regular visits to early childhood and school aged programs. The Proposed Budget includes an additional youth services librarian to begin to meet this demand.
- *School nurses* – The Proposed Budget includes an additional School Nurse to restore the staffing ratio of one nurse to every two schools which will better enable the County to accommodate increasing school enrollment and clinic visits by students with chronic health conditions.

These are only two examples; parks programs and human services programs are also both struggling to meet youth needs. Additional information will be provided at work sessions.

Funding for these changes is coming from the proposed reduction in the percentage of tax increment revenue allocated to the Crystal City, Pentagon City & Potomac Yard tax increment financing (TIF) area; the proposed reduction from 33 to 30 percent will still provide the funding stream necessary to deliver the CIP commitments in the TIF area.

Customer Service Initiative:

Our goal is to provide exemplary customer service across Arlington County government. Every day, 3,500 employees of Arlington County provide a broad range of information and services to residents, businesses, and visitors. Together, we administer police, fire, emergency management, human services, public works, transportation, parks and recreation, libraries, and many other less-visible services. We also provide a significant amount of technical assistance and support to help residents and businesses do business, access permits, and develop plans with the County. We believe it is important that our customers have a consistent and positive experience when interacting with County government.

Utilizing existing resources, this proposal introduces the CARES initiative, which aims to enhance the Arlington Customer experience and explore opportunities to build efficiencies across the County's information systems. The CARES initiative includes four key objectives:

(1) Develop and implement county wide customer service training for Arlington staff;
(2) Create a consistent and coordinated training approach for call center employees;

(3) Develop a broad set of customer experience performance metrics across the County, which includes consistent measures across all Arlington County call centers;
(4) Conduct analysis of the current state of Arlington County call center operations, functions, staffing, training, and metrics across Arlington County Government; including identifying opportunities for streamlining and coordinating operational call centers within and across lines of services in the County.

Over the next year, we will launch a new orientation training session focused on customer service and align performance metrics and baseline training requirements for call center staff from different departments across the County. Over the next 18 – 24 months, we will evaluate potential options to coordinate and / or consolidate various call center functions.

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SERVICE DELIVERY & GOVERNMENTAL TRANSPARENCY

Technology & Process Improvements

Significant investments are made each year to improve service delivery and improve the efficiency of County operations through technology investments. There have been a number of public facing systems which have improved customer service or enhanced County operations to the benefit of residential and commercial customers. The permitting system revamp in the departments of Community, Planning, Housing, and Development (CPHD) and Environmental Services (DES) is currently under-way and will offer a case management model of customer service and a consolidated customer service center as part of the One-Stop Arlington Permitting Initiative. DES is also upgrading its utility billing system. The Department of Parks & Recreation (DPR) and DES are upgrading their geographic information system (GIS) to better track and manage County owned assets for repair and maintenance throughout the community. The Treasurer's Office is updating its payment portal system to make financial transactions with the community more user friendly. There are also a number of internal systems which assist in transactional, data and records management throughout several County departments. A summary of these systems follows:

Technology & Process Improvements:

One-Stop Arlington Process Improvements – As part of a multi-year initiative, One-Stop Arlington is an ambitious enterprise-wide effort to make it easier to do business with Arlington County Government. The major program focus is to streamline the building and land disturbance permit process and improve customer service. This is also a major cultural shift for our employees that transforms the way we do our work.

The Proposed Budget includes the continuation of investments from the Development Fund in the design of a new online permitting system. The new system, called PermitArlington, is scheduled to go live during early CY 2018. The public benefits will include the ability for customers to apply online for permits 24/7, submit plans and drawings electronically, schedule inspections, check application status, review staff comments, sign up for email notifications and alerts, make online payments, and access real-time information regarding the status of a permit. As part of the building and testing of the new system, there will be opportunities for the public to participate in beta-testing during the first six months of FY 2018. Hands-on training will also be offered to staff and customers as part of the rollout.

Additionally, the planning efforts for a fully consolidated in-person customer service center for building permits and the development of a case management model will begin during the second half of FY 2018. This will result in a streamlined process for customers who will have one centralized place to go for assistance and case management support for large and complex projects throughout the permit process.

Other Technology/System Investments Impacting the Public Directly:

- **Utility Billing System Replacement** -The purpose of this project is to replace the existing utility billing system, which is over twenty years old. The current system accounts for the billing of approximately $100 million for the County's water, sewer, and refuse services annually but has limited capabilities for customer interfaces. The new system will provide customers with access to electronic billing and easier access to historical consumption and account information and services. Mobile access for field workers will lead to more efficient response times and more robust and accessible reporting and data analysis features will enhance our customer service capacities.

- **Cartegraph** - Cartegraph is a work order and asset management software platform that tracks the inventory and maintenance of County infrastructure and real assets, including water mains, sewer mains, hydrants, and valves. Inventory is assigned a geographic location and tasks can be created for staff to maintain, replace, or upgrade those assets based upon a number of factors (breakage, age, etc.). The GIS interface enables the layering of information from various departments on different classes of assets and can be utilized to efficiently plan field staff's daily tasks and to analyze various assets throughout the County for patterns and trends. By integrating this mobile system with other County resources such as GIS and continuously updating the asset inventory, the public will have more access to information regarding maintenance requests and will be able to see progress on those requests in real time. The integrated nature of this system will ensure that maintenance information is incorporated into capital projects, determine asset life cycles, and provide additional analysis to better manage capital replacement projects.

- **Assessment and Collection System (ACE) -** The County's tax software, referred to as ACE, is the back-office application used by the Commissioner of Revenue's and Treasurer's Offices. ACE is the software system that handles business and personal property tax assessments, and all tax billings and collections. In addition, ACE manages interfaces with revenue accounting and reporting. The system records more than 80% of the County Government's annual revenues and is an essential and highly visible system to County agencies and constituents alike. The ACE system has not been upgraded since it was implemented in 2008, and Arlington County is the vendor's only customer still on the 2008 version. As a result, without changes, the County will incur higher annual maintenance costs and a decrease in the experience level of vendor staff assigned to support the system. This upgrade will allow for enhanced constituent-focused tax assessment and collection processes while allowing citizens easier access to the County's tax services and data through CAPP. The upgrade also makes it easier to keep pace with industry and County standards for security, information management, infrastructure and technology.

- **Enterprise Payment System -** Over time, the County will be providing a standard suite of payment options for constituents across all lines of business, with a consistent look and feel, making it easier for constituents to transact business with their government. This solution will provide customers with a common view of their payment and transaction records. The County will be able to expand its payment options to include more electronic methods to provide self-service opportunities with a uniform look and feel across all agencies. Constituents will have a common method for making payments while agencies will have a standardized back-office approach to managing transactions.

- **Criminal Justice Records Management System -** The Criminal Justice Records Management System is a records management system used by the Police and Sheriff's Departments to store critical response, case and inmate data. The system is being upgraded to streamline workflow, reduce redundant data entry and lead to faster process times for staff and residents. The upgraded system allows officers and deputies to spend less time at the station and jail doing paperwork and more time in the community. It also reduces staff time spent on data entry and copying duties. The improved system will provide a centralized data collection point and will aide in the release of impounded vehicles and property.

- **Behavioral Healthcare Electronic Health Record (EHR) -** The Department of Human Services manages mental health and substance abuse programs for the Community Services Board. EHR is a records system that supports CSB programs. The system is reaching end of life and requires updates to: conform to new federal mandates; transfer the records from the existing system; and take advantage of new technologies to provide client information in a secure user-friendly format. The new system meets federal mandates (specifically, Medicaid) that healthcare providers implement a meaningful use-compliant health record or face penalties including reduce reimbursement for services. The system provides more advanced mobile technology that allows clinicians to provide therapy and case management at the client's location in the community. Additionally, the system includes portals that allow clients to make payments, change appointments, and communicate with their clinicians remotely. These portals allow clinicians to exchange a client's medical information with non-County providers leading to improved client outcomes.

- **GRAMS -** The Government Response and Memorandum System is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. GRAM responses are used to both answer residents' questions and to inform all Board members on community issues. The system is being upgraded. The upgrade will streamline the workflow management process and provide improved search capabilities, additional reporting and analysis tools and the ability to integrate and store social media feedback (Twitter and YouTube).

- **E-Builder -** E-Builder is a program management system used for capital construction projects. The system is an integrated tool to manage cost, funding sources, schedule and scope. The system centralizes cost, schedule and project documentation. E-builder is accessible using the internet which allows for faster and better access to information in the office and in the field. Using this system allows managers greater visibility on project costs and schedules, and will also shorten project delivery cycles and reduce costs.

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STRATEGIC BUDGET PLANNING & FISCAL SUSTAINABILITY

The County's sustained practice of effective, balanced, and prudent stewardship of resources is consistently noted by national rating agencies as a strength of Arlington County government. Over the last eighteen months, I have sought to enhance that stewardship by emphasizing strategic planning and budgeting, specifically with the following initiatives:

1. Having **strategic conversations with the County Board on service delivery pressures due to population growth or change in community expectations** and the resulting impact on our operating and capital budgets, particularly over the long-term. We have held seven work sessions to date [Link to Presentations]; as discussed in more detail below, these have had a direct impact on my proposed budget as I have in many cases reallocated existing funds to meet continuing service demands.

2. **Realigned budgeting practices** - We have further enhanced our monthly, mid-year and close-out budgeting practices that will better align our base budget with actual expenditures on current service demands and ensure that new programs are appropriately funded. This includes improved monitoring of budget execution by departments and new financial system controls. The mid-year process for FY 2017 (which will come to the County Board in March) will be the next major step in this realignment to ensure that we are effectively planning and executing our spending plans.

3. Review of **financial reserve policies** – With our financial advisors, we have completed a review of our financial reserve policies, with the dual objectives of maintaining our triple-AAA bond ratings and having appropriately-sized reserves for all County funds. Proposed changes are summarized later in this document and will be covered in detail at a work session in April.

Meeting Service Delivery Needs with Existing Resources

My proposed budget includes over $2.7 million in reallocations to address: 1) areas where we have not met existing service demands with ongoing funding (i.e., housing grants) and 2) areas where increasing service demands due to population growth, changes in community expectations, or County Board priorities are reflected:

Public Safety

As discussed in the strategic work sessions with Police and the Office of Emergency Management, in addition to managing a growing population, our first responders work in a dynamic and ever-changing environment impacted by our proximity to the nation's capital. Our success at community policing creates demands for additional patrol officers, and the growing density in the County also create special service demands. Similarly, the Sheriff has described the ongoing staffing needs at the detention center and courts that impact lockdown times and possibly overtime.

- Reclassified three vacant Public Service Aide positions to free up uniform resources for additional patrol support. Currently there are three uniform positions providing job duties that could be fulfilled by civilians.

- Reallocated one Police Lieutenant position funded in OEM's budget to create three new Emergency Communications Technicians in the ECC to better handle existing call volume and prepare the organization for emerging 9-1-1 staffing demands.
- Funded additional training needs for the Police Department, particularly focused on first responder and other tactical training that are needed given our proximity to the nation's capital.
- Reallocated savings freed up from the closure of Peumansend Creek Regional Jail to fund:
  - Seven additional positions for the Sheriff's Office as part of the multi-year effort to address the Sheriff's staffing needs in the Detention Center and Courts building that in the long-term, will help to reduce overtime and lockdown.
  - Funding for Police and Sheriff for their increased Armory needs for training and the firing range.

Human Services

- Reallocated funding from Community Service Act expenditure savings to fund $1,000,000 in housing grants on an on-going basis. The CSA service level will not be impacted through this swap. Our housing grants program is an ongoing need and we must reduce the County's reliance on one-time funds for this program that provides frontline housing support to very low income residents.
- Reallocated contractual funding within DHS to fund a psychiatrist position. This conversion is part of a multi-year effort, started during FY 2017, to move from contractors to permanent positions in this area to address retention, care quality, standardization and client engagement issues.

Infrastructure & Maintenance

- Funding for maintenance of special stormwater facilities in DES & DPR will now be included in the Stormwater Fund; these operating costs were previously unbudgeted costs that DPR and DES were required to cover in their respective operating budgets.
- Funded the contract for preventive and corrective facility maintenance at the County's radio sites, half funded through an internal reallocation within DES. It is critical that the essential systems at these sites remain operable 24x7 and have a dedicated budget, instead of relying on budget savings.

Youth Services – Parks & Libraries

- Revisited the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area (TIF) rate as part of my proposed budget. The County Board policy that established this TIF requires the County Manager to revisit the TIF increment each budget cycle; my recommendation to reduce the increment from 33 percent to 30 percent will still provide the funding stream necessary to deliver the CIP commitments in the TIF area. At the same time, reducing the TIF allocation allows for the reallocation of local tax funding so that they can be used to fund School needs and be applied to other School aged program recommendations in the Proposed Budget, such as adding a school nurse and youth librarian.
- Proposed program fee increases to fund the conversion of certain temporary Aquatics and Gymnastics staff that work for the County year round or in a full-time capacity to 21 permanent FTEs.

Economic Development

- Converted a temporary position and reallocated contractual dollars within AED's budget to fund a front desk position that also acts as the primary administrative support for BizLaunch through scheduling and coordination of appointments for SCORE counseling.
- Reallocated an FTE and marketing funding from DTS to AED to provide a position dedicated to ConnectArlington sales.

Other

- Added a two-year limited term Tax Auditor position for the Commissioner of Revenue, funded from revenue the position is expected to generate.

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WORKFORCE INVESTMENT

The FY 2018 Proposed Budget continues our commitment to provide a comprehensive total compensation package for our workforce. In FY 2017, the Board provided merit pay increases and additional pay for those employees at the lower end of the pay scale, in particular by increasing the living wage from $13.13/hour to $14.50/hour. In addition, the Board provided a variety of smaller but meaningful program investments to help and attract and retain our highly valued employees. An open range pay plan was adopted; this provides a more equitable distribution of pay increases for those newer to our workforce and our long-tenured employees. Modest enhancements to parental leave, tuition reimbursement, and Live-Where-You-Work grants were also provided; an additional day of service was added to the wellness clinic that helps reduce employees' time out of work for health issues. These investments in our workforce are crucial to the success of our organization and the services they deliver to the community. For FY 2018 the Proposed Budget includes the following:

Compensation & Benefits – The proposed budget includes merit-based compensation increases for eligible employees of approximately 3.25 percent. We also have fully funded our actuarially-required pension and retiree health care obligations, a key reason for our triple-AAA bond ratings and a commitment to our existing and former employees. Each year we evaluate our compensation and benefits packages for competitiveness and workforce demands. Over the last few years, we underwent a major initiative studying various employee pay classifications and instituted a co-insurance health benefit program to assist in consumer choice to reduce health care costs. In the current fiscal year, a compensation and benefits study is underway to evaluate competitiveness and changes in the broader marketplace. We expect to report results as part of the FY 2019 budget process. Other near-term initiatives include:

- *Early Retirement Incentive* - As part of the proposed budget, we have offered an early retirement incentive with the dual goals of budget savings and providing flexibility to management to restructure programs. The proposed FY 2018 budget includes modest budget savings as we try to restructure and enhance the workforce.
- *Transit Incentive* - The transit subsidy will increase by $50, from $130/month to $180/month to help balance the cost of commuting to Arlington County. This represents an almost 40% increase.
- *Dependent Care FSA* - The County will match up to $500 in employee contributions to the Dependent Care FSA to offset the cost of childcare and/or dependent adult care. We consistently hear from employees about the challenges of daycare costs and availability, and offering this benefit will continue our commitment to being a family friendly workplace.

As part of our commitment to providing a well-rounded total rewards package we are conducting a comprehensive benefits study to look at our retirement, health and other benefits. A survey was given to all employees for their input and focus groups were conducted consisting of employees from across the organization. Results are currently being analyzed, and recommendations will be provided for the first phase of this multi-year study. Funding for this multi-year effort was provided by the County Board in FY 2017.

The Proposed FY 2018 budget maintains excellent benefits for employees, and provides additional targeted investment in our workforce. We will also continue to fund compensation increases, retirement contributions and health insurance for employees. Our employees are one of our highest priorities and work/life balance is important to ensure all employees are satisfied and successful in their jobs.

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CHILD CARE INITIATIVE

Quality child care is a key component of a thriving, diverse community. The social benefits of early childhood education have long been recognized and promoted; now, new fiscal and economic benefits have been recently identified. For Arlington to remain competitive as the preeminent place to live, work, and play in the region, a focus on access to quality child care is essential.

How does Arlington create an environment conducive for quality (and affordable) child care facilities? To solve for this question we must: review the supply, including levels of affordability and quality, of child care providers in Arlington; understand the current and future demand; discern barriers to entry; recognize on-going work to address this dearth; and chart a path for actionable solutions.

Child Care Supply in Arlington

As of January 2017, Arlington has a total of 7,421 spaces/slots for children in its various child care facilities. The adjacent chart provides information as to the type of child care, the number of programs and the capacity of each type. It is important to note that a program may have capacity but is unable to fill all of its spaces. Additionally, these numbers account for the known and/or regulated spaces and do not include those offered by neighbors or family members.

Type of Child Care	Number of Providers/Programs	Capacity
Child Care Centers	42	3,468
Cooperative Playgroups	4	85
Parent's Day Out	7	250
Preschools	9	396
Private Schools	6	1,749
Religious Exempt	10	726
Family Day Homes	148	747
TOTAL	**226**	**7,421**

As posited above, Arlington must not limit its review of providers to numbers only: quality and affordability are also key elements toward a comprehensive child care approach.

Quality: There are two accreditation programs available to providers in Arlington; however, both are voluntary designations which child care providers may choose to pursue.

- One program is Virginia-centric. The Quality Rating and Improvement System (QRIS) is called Virginia Quality. As of January 1, 2017, there are five Quality rated programs in Arlington – two centers and three family day homes.[1]
- The other commonly-used proxy for quality is the National Association for the Education of Young Children (NAEYC) accreditation. As of January 2017, there are six NAEYC-accredited centers in Arlington.[2]

The low participation levels stem from several contributing factors: the extensive process involved (NAEYC accreditation, for example, is a four-step process that can take two years or more to complete); the overall high demand for *any* child care in Arlington; and the actual lack of any requirement.

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[1] Virginia Quality list for Arlington and additional information on Virginia Quality here.
[2] NAEYC-accredited centers in Arlington and additional information about NAEYC

Affordability: In its child care subsidy programs, the US Department of Health and Human Services has established that in order to be considered "affordable," families would spend no more than 10% of their gross income on child care. In Arlington, a family of four making $108,600 (2016 AMI) would have to spend no more than $10,860 per year or $905 per month on child care. According to Child Care Aware of America, the annual cost of care for two children (an infant and a 4-year-old) in a Virginia child care center is, on average, $21,476.[3] In Washington, DC, a more comparable metric for Arlington, the annual cost for two children (an infant and a 4-year-old) is $40,521 – almost double of the average for Virginia. Therefore, based on national standards, many options for child care in Arlington may not be considered affordable.

State child care subsidies are available to low-income families for children from birth to age 13, but not accepted by all providers for a variety of reasons. As of January 1, 2017, there are 222 children/158 households receiving a child care subsidy in Arlington with a waitlist of 18 children/16 households.

In addition, there are two other programs available to income-eligible Arlington children to help cover the affordability gap:

- Head Start, a national child development program for children from birth to age 5, provides services to promote academic, social and emotional development for income-eligible families. Presently there is capacity for 24 children in Arlington Early Head Start programs, and 204 children in Arlington Head Start programs; these spaces are included in the table above.
- The Virginia Preschool Initiative (VPI) is a high quality Pre-k program for four-year-old children at Arlington Public Schools and is free to all income-eligible students. There are 34 VPI Pre-Kindergarten classes available in Arlington in School Year 2016-2017, each with a maximum class size of 18 students.

Child Care Demand in Arlington

To better understand the demand for child care in Arlington, we need to evaluate two viewpoints: consumer and provider demand.

Consumer Demand: Current demand is evidenced in the waitlists of Arlington's child care providers. In the 2009 report, *Child Care in the Commercial Corridors*, all full-day licensed providers within commercial corridors had waitlists. Today, most of Arlington's child care providers have waitlists for children under the age of 2. This demand is not isolated to Arlington – all nearby jurisdictions have high demand[4]. Surveying Arlington's child care providers to determine the number and length of waitlists is important to document as a benchmark.

As indicated in the above capacity chart, Arlington has a total capacity for 7,421 children in regulated providers. A measure of current and future demand can be analyzed two ways:

- Full child population (13,700 residents under the age of 5)[5]; or
- Number of children with all available parents in the labor force (67.6% of Arlington's children under the age of 6)[6] or approximately 10,000 children

[3] More information on the cost of child care in Virginia here. Information about other states, as well as Washington, DC, may be found here.
[4] A recent five-part series about the Child Care Crisis was run by WTOP. Information pertaining to the demand may be found in this article.
[5] January 2016 County Profile (CPHD)
[6] Voices for Virginia's Children (2015)

Using this measure, there appears to be a significant gap between available spaces and the number of children. However, as personal preference dictates how a child is cared for, parents may choose other options (e.g. stay-at-home parents, family members, nanny – full-time or shared, etc.). Therefore, 100 percent of the children within the child care age range will not require a space within a child care program.

Another way to quantify the demand, at least of our employee base, are the requests of tenants for accessible child care. Recently, as the County has worked with tenants looking to remain, expand or relocate to Arlington, we have not heard specific requests for child care. This does not unilaterally indicate it is not a need; rather, this particular need is not a stated priority. To understand potential demand, we may wish to engage in subsequent conversations with the human resources departments of our businesses.

Provider Demand: In addition to consumer demand, there is also an evidenced need among providers. Over the years, Arlington's BizLaunch program has seen an increased number of providers interested in opening or expanding operations within Arlington (approximately one client per month). If successful in finding space, the provider has typically worked with BizLaunch for almost two years from developing a business plan to opening the program. We do not see this number decreasing.

Barriers to Entry

There are numerous barriers to child care providers as they seek to open or expand into Arlington including, but not limited to: physical space needs and constraints; costs; regulatory requirements; and overcoming perceptions.

Space needs: While not a specific requirement, child care providers prefer to be located on the first floor of a building within a contiguous space: finding 6,000 – 10,000 square feet of such space is quite challenging. In addition to these indoor space needs, child care providers must provide an outdoor element for the children. Therefore, easily accessible play area(s) or appropriate walking routes is a large consideration.

Costs: Discussions with child care providers suggest that $30- low $30s per square foot is the maximum rent they can afford. This rate is considerably less than rents for buildings in Arlington – particularly on the first floor. Several years ago there was discussion about the provision of incentives, provided through the special exception site plan, to assist in reducing the rates for a child care provider. The County has, on an ad hoc basis, achieved child care within new buildings through modifications and incentives through density. Rather than this ad hoc approach, it may be more appropriate to review all such incentives for special exception projects in a more holistic manner. Finally, while the actual fees associated with a use permit is fairly low, costs associated with plan submittals can escalate quickly due to the level of detail the County requires.

Regulatory requirements: Several County requirements for child care providers, particularly around ratios and staff education levels, are more stringent than that of the Commonwealth. These requirements can, and in some instances have, caused staffing challenges which, in turn, reduces the capacity of the programs. Another County requirement, parking, can also create a barrier to entry if a project does not have parking to accommodate the provider or increase costs if a provider must find parking elsewhere. Currently there is no mechanism for the County Board to modify the required parking ratios.

Perceptions: While not pervasive, there have been negative perception of child care uses within office buildings: the noise and the visual impact and aesthetic in particular. As we work with property owners and brokers, the County should constantly educate about the importance of child care and how it can be seen as an amenity to the building, the tenants and the community.

On-going Efforts

While numerous challenges have been identified, it is important to highlight the work already underway to increase the supply of high-quality, affordable child care options in Arlington. The work includes, but is not limited to:

- Assistance to providers from the Child Care Office and BizLaunch
    - Business assistance (business plans, space searches, etc.)
    - One-on-one consultations to anyone interested in offering child care in Arlington County
    - Periodic Pre-Licensing Workshops (required prior to use permit application)
    - Emergency Preparedness in partnership with Child Care Aware of America in response to providers' requests
        - First session: February 4
        - Two additional sessions: February 25 and March 25
- Regulations: Child care licensing and regulation is changing nationwide. New federal mandates created by the Child Care and Development Block Grant (CCDBG) Act of 2014 require states to establish and enhance health, safety, consumer education, and quality standards.
    - Virginia is moving towards CCDBG compliance by improving child care and preschool:
        - Effective November 1, 2016, all child care vendors receiving a state child care subsidy are required to participate in mandatory pre-service and ongoing trainings, undergo annual unannounced inspections addressing basic health and safety standards, abide by group size limits and appropriate child-to-provider ratios, and develop emergency plans including steps for parent/child reunification;
        - It is expected that VDSS will have draft revised Standards for Licensed Child Day Centers available for public comment in Spring 2017. It is expected that the draft revised Standards will, at a minimum, incorporate the new child care subsidy requirements detailed in the bullet above.
    - If Virginia's Standards are raised to reflect the national trend to meet or exceed CCDBG requirements, then Arlington may no longer have to differentiate itself from the State. Since the development of new state Standards is ongoing and not yet final, however, DHS is waiting to make this determination until Virginia's revisions are finalized.
- Promotion and enhancing existing partnerships between affordable housing providers and religious institutions and child care providers.
- Change in policies related to ground floor uses to accommodate child care programs with the adoption of the Arlington County Retail Plan (2015).

Opportunities for Arlington County Employees

In addition to accommodating the demand for child care of Arlington's residents and employees, to remain an employer of choice, Arlington County must also address the demand from its own employees. Current County employee demand is estimated using parental leave requests. There are approximately 120 parental leave requests per year; over the course of four years required for child care, this amounts to a need of 500 slots for employees. Not all slots may be needed within Arlington due to residency location or other child care options and arrangements. To address this demand, Arlington offers the following:

- Existing facility, Arlington Children's Center, located on North Uhle Street (near Courthouse) with a maximum capacity of 64 children. The County has access to 32 spaces. One challenge is that there are a small number of infant spaces and it is a challenge for

employees to secure one of these. Employees are offered a steep discount (approximately 25%) due to the agreement between the provider and the County.
- With extended lease negotiations for CHP, a potential new facility with a capacity of 74 children. Test fits and logistics are still under discussion.
- Possibility of employee compensation options related to dependent care. The proposed budget includes a proposal to match $500 in contributions towards an employee's dependent care flexible spending plan.

Potential solutions
Arlington will not manage the gaps between high-quality, affordable child care options and the demand of its residents, employees and providers with one solution: rather a multi-pronged, multi-department approach is necessary. The following work plan highlights elements that address this approach. Certain elements can be achieved quickly while others will take substantial time and conversations with numerous stakeholders within Arlington's community.

Short term (0 – 3 months)
- Map the locations of the providers and programs and analyze to determine if there are any parts of the County that are under-served, especially in relation to population and need.
- Review broker listings for ground floor space availability.
- Conduct provider survey to, among other things, determine:
    - waitlist status for various age groups
    - approved capacity versus actual capacity and, if a difference, why
    - tuition rates
    - willingness to accept subsidies and, if not willing, why
    - lease rate maximums
- Provide "starting a business" resources to providers through the BizLaunch program, as suggested in the Proposed FY 2018 budget (1.0 FTE).
- Offer new trainings on Wolf Trap, CLASS, Virginia Quality, and Mental Health First Aid.
    - Wolf Trap trainings help providers learn how to integrate music, art, puppetry and dance into their curriculum.
    - CLASS training teaches providers about a Classroom Assessment Scoring System (CLASS) – an observation tool that assesses teacher – child interactions
    - Offer Emergency Preparedness trainings in February and March (75 providers anticipated to attend)
- Continue to facilitate partnerships between Arlington's affordable housing providers (e.g. APAH & AHC) and religious institutions in working with child care providers

Mid-term (3 – 6 months)
- Review current practices and requirements for submission of use permit applications
    - Modify and streamline if appropriate
    - Review filing fees associated with child care (particularly those in site plan buildings) and recommend modification if appropriate

Long Term (6+ months)
- Survey business community to determine if it is a need for child care *after* relocation.
- Education for property owners about the merits of child care facilities within commercial buildings
- Zoning Ordinance Amendments
    - Consideration of providing authority for County Board to modify required parking ratios
    - Consideration of how incentives for child care within residential/commercial/mixed-use buildings could be incorporated through revisions to modification and bonus regulations for site plan buildings.

- Review current and future County and Arlington Public School facilities (and needs) for opportunities and co-location for child care facilities
- Evaluate the use of public parks and open space for child care uses
- Evaluate whether to pursue an analysis of the effectiveness of direct financial assistance to child care providers or alternative methods of assistance.

MULTI-YEAR FORECAST & FUTURE BUDGET PRESSURES

Consistent with the County's debt and financial policies, staff has prepared a multi-year financial forecast. This forecast is intended to help inform the Board and the community with greater awareness of medium and long-term budget pressures as it considers policy and service delivery choices. The County is required to adopt a balanced budget annually, so none of the shortfalls projected for the out-years will actually occur. The shortfalls would be eliminated through a combination of expenditure / service reductions, revenue increases (increased taxes / fees) or a combination of the two.

Two scenarios are presented on the following pages: 1) Low growth – this scenario assumes that over the next three years, aggregate assessment growth remains in the 1% to 1.5% range, driven by 1% to 1.5% increases in single-family residential and 2% increases multi-family, offset by flat to slower growth in the commercial office sector due to vacancy rates; and 2) Modest growth – this scenario assumes that aggregate assessment growth will be in the 2.5% range, with residential and multi-family increasing at approximately 2.5% and commercial office increasing from 1% to 2.5%. Under both scenarios, there could be a gap between projected revenues and expenditures ranging from $9 – $21 million in FY 2019, excluding metro increases, Schools projected budget gap, and new facilities. The scenarios do not assume any significant change in service levels or proposed new services.

The two greatest pressures and uncertainties for the County's budget in both FY 2018 and continuing into future years are the budget requests from Metro to the regional jurisdictions and increasing enrollment in Arlington Public Schools.

Metro - Metro faces significant pressures in FY 2018 and in future years in both its operating and capital budgets as a result of declining ridership, lower fare revenues, and contractual increases in wages and benefits. WMATA's operating budget is primarily funded by only two sources, fare revenues and jurisdictional subsidies. Fare revenues continue to decline due to a combination of several factors impacting ridership including lower gas prices, regional trends in telework, new alternatives such as Uber, Car2go and Lyft, and the impacts of Safetrack and deteriorating rail reliability discouraging use of the Metrorail system. As fares have become a smaller percentage of funding for the Metro budget, jurisdictional subsidies have increased significantly to offset these declines.

To balance the FY 2018 WMATA budget, a number of preliminary options are on the table to include management reductions, fare increases, service adjustments, a shift of some maintenance expenditures to capital, and increases in jurisdictional subsidies. With an expected WMATA budget adoption no earlier than April 2017, the County does not have sufficient information to fully know Arlington's FY 2018 Metro subsidy during its own budget preparation. Staff must make an assumption on the mix of actions the WMATA board and our jurisdictional partners will take to resolve the budget gap; current estimates of the County's increase in funding for FY 2018 total $6.7 to $9.6 million, which is funded with a proposed increase in the real estate tax rate in the County Manager's Proposed Budget.

In future years, if a broader regional solution is not identified and adopted, it is anticipated that the County will continue to be asked for significant increases in its support of Metro both for the operating budget but even larger increases to fund its capital projects.

Schools - The estimates shown for the Arlington Public Schools (APS) transfer reflect a revised revenue-sharing percentage (46.3 percent of local taxes) after adjusting the FY 2017 percentage for a one cent tax rate increase related to metro; this revenue-sharing percentage may change based on the FY 2018 budget deliberations. For FY 2018, the County Manager's Proposed Budget includes $13.8 million in additional ongoing to School compared to FY 2017. The Manager is also recommending that the Board advertise up to an additional one cent tax rate increase that could be dedicated to schools. The total new funding needed by schools will be known after the Superintendent releases his proposed budget in late February. If the additional one cent is dedicated to APS, the revised revenue-sharing percentage would be 46.6 percent of local taxes.

In the forecast's out-year projections, it has been assumed that the revenue sharing percentage would stay constant. However, based on current enrollment projections, 6,300+ additional students will enter the School system by Fall 2026 of and the opening of new schools over the next several years will put significant additional pressure on the APS budgets. Three new schools – the new elementary at Jefferson, the new middle school at Stratford, and the new school at Wilson – will add 1,839 seats in FY 2019 followed by an expansion of Reed in 2021 and a new high school in 2022. The County and APS will continue to work together to ensure that resources are dedicated to our growing school-aged population that maintain our quality schools and services in the coming years.

There are also a series of ongoing expenditures pressures *before consideration of service expansion or policy changes* that drive the County's expense forecast:

- **Health care costs** –Employee healthcare continues to be a budget driver with increases projected to exceed the rate of inflation.
- **Pension and post-employment benefit costs –** While the County's defined benefit pension fund is currently among the best funded in the country, this is due in large part to the County's steady funding levels. As investment returns remain volatile and liabilities (e.g., increasing salaries) increase, the County's contribution will increase. Additionally, the County has taken important steps to fund other post-employment benefits (OPEB) for future retirees; as the number of retirees increase and as health care costs rise, contribution to the OPEB trust will continue to be a budget pressure.
- **Compensation** – The County has made progress in recent years to address the issue of competitiveness of our compensation levels compared to other jurisdictions. The forecasts assume continuation of annual pay increases to maintain this status.
- **State and federal budget actions** – Budgetary actions at the state and federal level could have both direct and indirect impact on the County's budget.
- **Capital investment** – As the County's infrastructure ages and as more new facilities are brought into the County's inventory, additional capital investment will be required.

Multi-Year Financial Forecast

Baseline

REVENUE	Adopted FY 2017	Proposed FY 2018	% chg	Forecast FY 2019	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg
Real Estate	692,936,155	717,638,620	3.6%	743,340,980	3.6%	760,408,320	2.3%	779,348,910	2.5%	800,235,470	2.7%	822,074,680	2.7%
Less Crystal City TIF Real Estate	(4,812,420)	(6,304,880)	31.0%	(6,826,780)	8.3%	(7,445,470)	9.1%	(8,164,160)	9.7%	(8,989,760)	10.1%	(10,021,580)	11.5%
Less Columbia Pike TIF Real Estate	(952,180)	(881,550)	-7.4%	(1,179,730)	33.8%	(1,489,850)	26.3%	(1,812,380)	21.6%	(2,147,790)	18.5%	(2,496,620)	16.2%
Personal Property	112,052,147	115,452,147	3.0%	117,761,000	2.0%	120,116,000	2.0%	122,518,000	2.0%	124,968,000	2.0%	127,467,000	2.0%
BPOL	57,020,000	63,088,073	10.6%	63,719,000	1.0%	64,675,000	1.5%	65,645,000	1.5%	66,958,000	2.0%	68,297,000	2.0%
Sales	40,200,000	42,000,000	4.5%	42,210,000	0.5%	42,632,000	1.0%	43,058,000	1.0%	43,704,000	1.5%	44,578,000	2.0%
Meals	38,500,000	39,900,000	3.6%	40,898,000	2.5%	42,125,000	3.0%	43,389,000	3.0%	44,691,000	3.0%	46,032,000	3.0%
TOT	25,000,000	25,450,000	1.8%	26,214,000	3.0%	27,000,000	3.0%	27,810,000	3.0%	28,644,000	3.0%	29,503,000	3.0%
Other Taxes	37,075,000	37,430,000	1.0%	37,804,000	1.0%	38,182,000	1.0%	38,564,000	1.0%	39,142,000	1.5%	39,729,000	1.5%
SUBTOTAL: TAXES	**997,018,702**	**1,033,772,410**	**3.7%**	**1,063,940,470**	**2.9%**	**1,086,203,000**	**2.1%**	**1,110,356,370**	**2.2%**	**1,137,204,920**	**2.4%**	**1,165,162,480**	**2.5%**
State	72,877,877	73,140,683	0.4%	73,141,000	0.0%	73,141,000	0.0%	73,141,000	0.0%	73,141,000	0.0%	73,141,000	0.0%
Federal	14,455,320	15,174,207	5.0%	15,174,000	0.0%	15,174,000	0.0%	15,174,000	0.0%	15,174,000	0.0%	15,174,000	0.0%
Other Revenue	89,308,868	93,299,860	4.5%	94,699,000	1.5%	96,119,000	1.5%	98,041,000	2.0%	100,002,000	2.0%	102,002,000	2.0%
SUBTOTAL: OTHER	**176,642,065**	**181,614,750**	**2.8%**	**183,014,000**	**0.8%**	**184,434,000**	**0.8%**	**186,356,000**	**1.0%**	**188,317,000**	**1.1%**	**190,317,000**	**1.1%**
CARRYOVER FUNDS	24,044,470	22,864,364	-4.9%	4,000,000	-82.5%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%
TOTAL REVENUE	**1,197,705,237**	**1,238,251,524**	**3.4%**	**1,250,954,470**	**1.0%**	**1,274,637,000**	**1.9%**	**1,300,712,370**	**2.0%**	**1,329,521,920**	**2.2%**	**1,359,479,480**	**2.3%**

EXPENDITURES	Adopted FY 2017	Proposed FY 2018	% chg	Forecast FY 2019	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg
Salaries	264,460,630	274,301,378	3.7%	282,078,000	2.8%	290,075,000	2.8%	298,299,000	2.8%	306,756,000	2.8%	315,453,000	2.8%
Benefits	133,676,976	143,589,304	7.4%	146,844,284	2.3%	150,185,914	2.3%	153,616,895	2.3%	157,140,029	2.3%	160,758,210	2.3%
SUBTOTAL: PERSONNEL	**398,137,606**	**417,890,682**	**5.0%**	**428,922,284**	**2.6%**	**440,260,914**	**2.6%**	**451,915,895**	**2.6%**	**463,896,029**	**2.7%**	**476,211,210**	**2.7%**
Ongoing Operating Expenses	168,221,898	171,815,021	2.1%	175,896,215	2.4%	180,109,628	2.4%	184,367,244	2.4%	188,022,596	2.0%	191,579,338	1.9%
One-time Operating Expenses	7,165,939	4,468,871	-37.6%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Metro	30,343,315	36,239,655	19.4%	40,593,000	12.0%	42,832,650	5.5%	45,184,283	5.5%	47,653,497	5.5%	50,246,171	5.4%
Contingents (General & Stabilization)	3,250,000	4,250,000	30.8%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%
Ongoing AHIF	4,355,957	4,475,884	2.8%	4,475,884	0.0%	4,475,884	0.0%	4,475,884	0.0%	4,475,884	0.0%	4,475,884	0.0%
One-time AHIF	9,363,829	9,243,902	-1.3%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Regionals	8,090,741	7,531,562	-6.9%	7,531,562	0.0%	7,531,562	0.0%	7,531,562	0.0%	7,531,562	0.0%	7,531,562	0.0%
Ongoing Capital	7,054,646	6,875,285	-2.5%	6,875,285	0.0%	6,875,285	0.0%	6,875,285	0.0%	6,875,285	0.0%	6,875,285	0.0%
One-time Capital	4,561,300	4,661,102	2.2%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Debt	61,267,819	62,964,345	2.8%	67,763,664	7.6%	75,263,844	11.1%	82,412,054	9.5%	85,832,877	4.2%	89,129,432	3.8%
Debt Service for Master Lease	7,419,185	7,641,761	3.0%	7,871,013	3.0%	8,107,144	3.0%	8,350,358	3.0%	8,600,869	3.0%	8,858,895	3.0%
OPEB	20,400,000	20,400,000	0.0%	21,012,000	3.0%	21,642,360	3.0%	22,291,631	3.0%	22,960,380	3.0%	23,649,191	3.0%
SUBTOTAL: NONPERSONNEL	**331,494,629**	**340,567,388**	**2.7%**	**336,268,624**	**-1.3%**	**351,088,356**	**4.4%**	**365,738,301**	**4.2%**	**376,202,950**	**2.9%**	**386,595,758**	**2.8%**
Schools Ongoing (based on 46.3% of tax revenue)	464,510,831	478,285,656	3.0%	492,604,438	3.0%	502,911,989	2.1%	514,094,999	2.2%	526,525,878	2.4%	539,470,228	2.5%
Schools One-time	2,453,402	655,463	-73.3%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Transfers to Other Funds	1,108,769	852,335	-23.1%	852,335	0.0%	852,335	0.0%	852,335	0.0%	852,335	0.0%	852,335	0.0%
Operating Impact from CIP	-	-	-	1,254,000	-	4,591,000	266.1%	5,430,000	18.3%	5,933,000	9.3%	6,578,000	10.9%
TOTAL EXPENSES	**1,197,705,237**	**1,238,251,524**	3.4%	**1,259,901,681**	1.7%	**1,299,704,594**	3.2%	**1,338,031,530**	2.9%	**1,373,410,191**	2.6%	**1,409,707,531**	2.6%

Shortfall/Surplus $ (millions)	Adopted FY 2017	Proposed FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021	Forecast FY 2022	Forecast FY 2023
Revenue	1,197,705,237	1,238,251,524	1,250,954,470	1,274,637,000	1,300,712,370	1,329,521,920	1,359,479,480
Expenditures	1,197,705,237	1,238,251,524	1,259,901,681	1,299,704,594	1,338,031,530	1,373,410,191	1,409,707,531
Annual Deficit/Surplus*	-	-	(8,947,211)	(25,067,594)	(37,319,160)	(43,888,271)	(50,228,051)

*Arlington County is required to adopt a balanced budget each year. Deficits that appear in out-years will be reduced by the actions taken to balance the prior year.

Multi-Year Financial Forecast
Low Growth

REVENUE	Adopted FY 2017	Proposed FY 2018	% chg	Forecast FY 2019	% chg	Forecast FY 2020	% chg	Forecast FY 2021	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg
Real Estate	692,936,155	717,638,620	3.6%	725,754,110	1.1%	733,578,280	1.1%	742,789,870	1.3%	753,146,960	1.4%	764,351,320	1.5%
Less Crystal City TIF Real Estate	(4,812,420)	(6,304,880)	31.0%	(5,700,520)	-9.6%	(5,786,000)	1.5%	(6,043,270)	4.4%	(6,388,590)	5.7%	(6,737,370)	5.5%
Less Columbia Pike TIF Real Estate	(952,180)	(881,550)	-7.4%	(956,080)	8.5%	(1,106,670)	15.8%	(1,260,270)	13.9%	(1,416,930)	12.4%	(1,576,740)	11.3%
Personal Property	112,052,147	115,452,147	3.0%	117,184,000	1.5%	118,942,000	1.5%	120,726,000	1.5%	122,537,000	1.5%	124,375,000	1.5%
BPOL	57,020,000	63,088,073	10.6%	63,404,000	0.5%	64,038,000	1.0%	64,678,000	1.0%	65,325,000	1.0%	66,305,000	1.5%
Sales	40,200,000	42,000,000	4.5%	42,000,000	0.0%	42,000,000	0.0%	42,000,000	0.0%	42,210,000	0.5%	42,421,000	0.5%
Meals	38,500,000	39,900,000	3.6%	40,299,000	1.0%	40,702,000	1.0%	41,109,000	1.0%	41,726,000	1.5%	42,352,000	1.5%
TOT	25,000,000	25,450,000	1.8%	25,959,000	2.0%	26,608,000	2.5%	27,273,000	2.5%	27,955,000	2.5%	28,794,000	3.0%
Other Taxes	37,075,000	37,430,000	1.0%	37,430,000	0.0%	37,617,000	0.5%	37,805,000	0.5%	37,994,000	0.5%	38,374,000	1.0%
SUBTOTAL: TAXES	**997,018,702**	**1,033,772,410**	**3.7%**	**1,045,373,510**	**1.1%**	**1,056,592,610**	**1.1%**	**1,069,077,330**	**1.2%**	**1,083,088,440**	**1.3%**	**1,098,658,210**	**1.4%**
State	72,877,877	73,140,683	0.4%	73,141,000	0.0%	73,141,000	0.0%	73,141,000	0.0%	73,141,000	0.0%	73,141,000	0.0%
Federal	14,455,320	15,174,207	5.0%	15,174,000	0.0%	15,174,000	0.0%	15,174,000	0.0%	15,174,000	0.0%	15,174,000	0.0%
Other Revenue	89,308,868	93,299,860	4.5%	94,233,000	1.0%	95,175,000	1.0%	96,603,000	1.5%	98,052,000	1.5%	99,523,000	1.5%
SUBTOTAL: OTHER	**176,642,065**	**181,614,750**	**2.8%**	**182,548,000**	**0.5%**	**183,490,000**	**0.5%**	**184,918,000**	**0.8%**	**186,367,000**	**0.8%**	**187,838,000**	**0.8%**
CARRYOVER FUNDS	24,044,470	22,864,364	-4.9%	4,000,000	-82.5%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%	4,000,000	0.0%
TOTAL REVENUE	**1,197,705,237**	**1,238,251,524**	**3.4%**	**1,231,921,510**	**-0.5%**	**1,244,082,610**	**1.0%**	**1,257,995,330**	**1.1%**	**1,273,455,440**	**1.2%**	**1,290,496,210**	**1.3%**
EXPENDITURES	**Adopted FY 2017**	**Proposed FY 2018**	**% chg**	**Forecast FY 2019**	**% chg**	**Forecast FY 2020**	**% chg**	**Forecast FY 2021**	**% chg**	**Forecast FY 2022**	**% chg**	**Forecast FY 2023**	**% chg**
Salaries	264,460,630	274,301,378	3.7%	282,078,000	2.8%	290,075,000	2.8%	298,299,000	2.8%	306,756,000	2.8%	315,453,000	2.8%
Benefits	133,676,976	143,589,304	7.4%	146,844,284	2.3%	150,185,914	2.3%	153,616,895	2.3%	157,140,029	2.3%	160,758,210	2.3%
SUBTOTAL: PERSONNEL	**398,137,606**	**417,890,682**	**5.0%**	**428,922,284**	**2.6%**	**440,260,914**	**2.6%**	**451,915,895**	**2.6%**	**463,896,029**	**2.7%**	**476,211,210**	**2.7%**
Ongoing Operating Expenses	168,221,898	171,815,021	2.1%	175,896,215	2.4%	180,109,628	2.4%	184,367,244	2.4%	188,022,596	2.0%	191,579,338	1.9%
One-time Operating Expenses	7,165,939	4,468,871	-37.6%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Metro	30,343,315	36,239,655	19.4%	42,466,512	17.2%	48,284,186	13.7%	52,482,921	8.7%	57,017,555	8.6%	61,914,959	8.6%
Contingents (General & Stabilization)	3,250,000	4,250,000	30.8%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%	4,250,000	0.0%
Ongoing AHIF	4,355,957	4,475,884	2.8%	4,475,884	0.0%	4,475,884	0.0%	4,475,884	0.0%	4,475,884	0.0%	4,475,884	0.0%
One-time AHIF	9,363,829	9,243,902	-1.3%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Regionals	8,090,741	7,531,562	-6.9%	7,531,562	0.0%	7,531,562	0.0%	7,531,562	0.0%	7,531,562	0.0%	7,531,562	0.0%
Ongoing Capital	7,054,646	6,875,285	-2.5%	6,875,285	0.0%	6,875,285	0.0%	6,875,285	0.0%	6,875,285	0.0%	6,875,285	0.0%
One-time Capital	4,561,300	4,661,102	2.2%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Debt	61,267,819	62,964,345	2.8%	67,763,664	7.6%	75,263,844	11.1%	82,412,054	9.5%	85,832,877	4.2%	89,129,432	3.8%
Debt Service for Master Lease	7,419,185	7,641,761	3.0%	7,871,013	3.0%	8,107,144	3.0%	8,350,358	3.0%	8,600,869	3.0%	8,858,895	3.0%
OPEB	20,400,000	20,400,000	0.0%	21,012,000	3.0%	21,642,360	3.0%	22,291,631	3.0%	22,960,380	3.0%	23,649,191	3.0%
SUBTOTAL: NONPERSONNEL	**331,494,629**	**340,567,388**	2.7%	**338,142,136**	-0.7%	**356,539,892**	5.4%	**373,036,939**	4.6%	**385,567,008**	3.4%	**398,264,546**	3.3%
Schools Ongoing (based on 46.3% of tax revenue)	464,510,831	478,285,656	3.0%	484,007,935	1.2%	489,202,378	1.1%	494,982,804	1.2%	501,469,948	1.3%	508,678,751	1.4%
Schools One-time	2,453,402	655,463	-73.3%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Transfers to Other Funds	1,108,769	852,335	-23.1%	852,335	0.0%	852,335	0.0%	852,335	0.0%	852,335	0.0%	852,335	0.0%
Operating Impact from CIP	-	-	-	1,254,000	-	4,591,000	266.1%	5,430,000	18.3%	5,933,000	9.3%	6,578,000	10.9%
TOTAL EXPENSES	**1,197,705,237**	**1,238,251,524**	3.4%	**1,253,178,690**	1.2%	**1,291,446,519**	3.1%	**1,326,217,973**	2.7%	**1,357,718,319**	2.4%	**1,390,584,842**	2.4%
Shortfall/Surplus $ (millions)	**Adopted FY 2017**	**Proposed FY 2018**		**Forecast FY 2019**		**Forecast FY 2020**		**Forecast FY 2021**		**Forecast FY 2022**		**Forecast FY 2023**	
Revenue	1,197,705,237	1,238,251,524		1,231,921,510		1,244,082,610		1,257,995,330		1,273,455,440		1,290,496,210	
Expenditures	1,197,705,237	1,238,251,524		1,253,178,690		1,291,446,519		1,326,217,973		1,357,718,319		1,390,584,842	
Annual Deficit/Surplus*	-	-		(21,257,180)		(47,363,909)		(68,222,643)		(84,262,879)		(100,088,632)	

*Arlington County is required to adopt a balanced budget each year. Deficits that appear in out-years will be reduced by the actions taken to balance the prior year.

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 2018 Proposed Budget, local taxes total $1.0 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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FINANCIAL AND DEBT MANAGEMENT POLICIES

As instructed by the County Board at FY 2017 budget adoption, the County Manager was to provide an analysis of the County's various reserves and funding level; including criteria for utilization of certain reserves which would inform possible updates to the County's financial and debt management policies.

The County's financial advisor, PFM, has provided recommendations which will be discussed as part of the FY 2018 budget process. Underlined in the pages to follow are preliminary recommendations for changes to the financial and debt policies. The County Board will hold a work session with County staff and PFM to receive a presentation on the recommended changes prior to budget adoption in April 2017. The recommended changes below focus on utilization of the Economic and Revenue Stabilization Contingent, replenishment of certain reserves if utilized, and establishment of a reserve policy for the Ballston Garage.

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 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 may only be made by a vote of the County Board to meet a critical, unpredictable financial need. Any draw on the operating reserve will be replenished within the subsequent three 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. <u>Any draw on the self-insurance reserve will be replenished within the subsequent two fiscal years.</u>

<u>Budget,</u> Economic & Revenue Stabilization Contingent: Consistent with past practice, the County will maintain an economic and revenue stabilization contingent to address <u>unexpected events, such as major weather events or a local/regional emergency requiring immediate incurrence of cost in response;</u> revenue declines and local or regional economic stress. Use of contingent monies will only be used at the recommendation of the County Manager and approval by the County Board. The minimum amount of the contingent will be ~~$3 million~~ <u>$4 million</u> and will be revisited annually as part of the budget process. Any draw on the economic and revenue stabilization contingent will be replenished within the subsequent two (2) fiscal years.

General Fund General Contingent: Each year's budget will include a General Fund General Contingent appropriation to be used to cover unforeseen expense items or new projects initiated after a fiscal year has begun. Funding may be allocated from this contingent only with County Board approval.

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.

<u>Ballston Garage and Ballston Garage 8th Level Funds</u>

1. <u>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.</u>

2. <u>An economic stability reserve equivalent to 3 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 fiscal years.</u>

3. <u>A maintenance reserve will be established based on an assessment of expected capital renewal needs over a 10-year period.</u>

4. <u>A reserve will be established for the ensuing year of debt service on the Series 2016B Ballston Quarter CDA bonds allocable to garage improvements.</u>

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.

NON-PROFIT SUMMARY AND POLICY CONSIDERATIONS

Arlington County works with numerous non-profit organizations to provide a wide range of services to the community. These services are funded through a variety of local, state and federal sources.

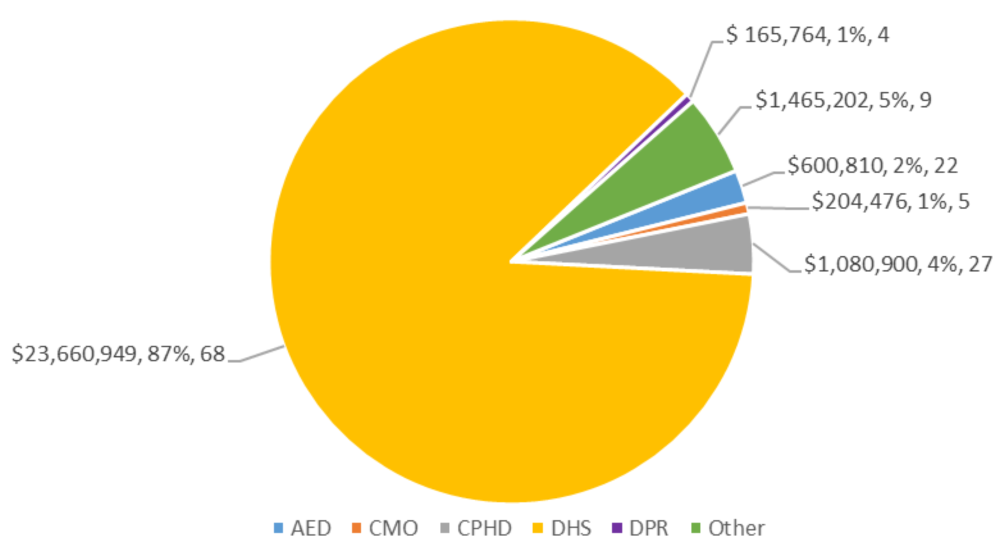
In the FY 2017 Adopted Budget Guidance to the County Manager, the County Board directed the Manager to provide a summary of the various non-profit organizations that the County provides grant funding to and/or contracts with for services. The County Manager was also directed to provide a possible framework and policy considerations than can guide future funding and investment decisions.

Summary of Non-Profit Organizations

In response to the County Board's direction, the Department and Management and Finance worked with each department to obtain detailed information on each non-profit organization that performs County services and/or receives County funding. The compiled list of non-profit organizations (available on the public website here) includes organizations receiving funding in the FY 2017 Adopted Budget. In addition, a more detailed narrative describing the services the non-profits are providing Arlington County and the current evaluation process for providing County funding can be found on the public website here.

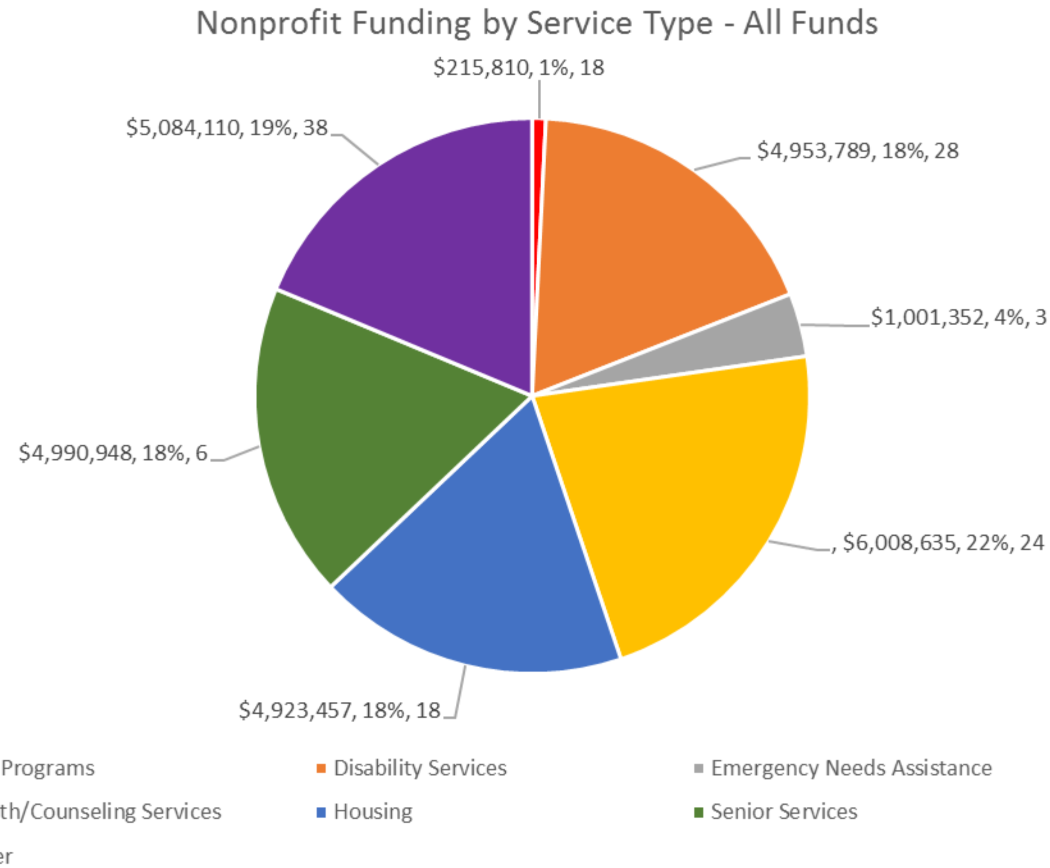
Total funding provided to non-profit organizations in the FY 2017 Adopted Budget across all funds is approximately $27.2 million for 135 different programs[1], and 96 unique organizations. Of the total funding, $26 million is funded through the General Fund, $946,750 is funded in the Community Development Fund, and $184,000 is funded through the Stormwater Fund. The pie chart below illustrates the FY 2017 Adopted Budget for non-profits by department. As the pie chart shows, the Department of Human Services manages the majority of the County's non-profit relationships.

Non-Profit Funding by Department - All Funds



[1] The number of different programs includes each arts grant recipient (18 in total) and excludes non-profit organizations that only receive in-kind contributions (8).

The following chart depicts non-profit funding across all funds by the type of service provided. The vast majority of services provided by non-profit organizations, approximately $21 million, fall into the categories of housing, disability, seniors, and health and counseling services. This demonstrates that our relationships with local non-profit organizations is illustrative of the County's priority of providing safety net programs to those most in need.



$15.0 million of total non-profit funding (or 55 percent), are for contracts for goods or services that were competitively bid. Out of those non-profit organizations that did not go through the competitive procurement process, another five percent of funding was awarded through an alternative competitive review process (including non-profit organizations funded through the Community Development Fund, the Arts Grants process and the bi-annual review of disability non-profit organizations).

The Department of Human Services (DHS) manages the majority of the County's non-profit relationships. DHS non-profits primarily fall into the categories of health and counseling services ($5,442,490 or 23 percent), senior services ($4,961,372 or 21 percent), disability services ($4,710,639 or 20 percent), and housing services ($4,588,807 or 19 percent). These service categories are consistent with the department's key areas of focus as well as County-wide trends. Out of the 68 non-profit organizations working with DHS, 38 (or 56 percent) were awarded funds through a competitive evaluation process and 30 non-profits (or 44 percent) were awarded funds through a non-competitive evaluation process.

Non-Profit Funding Framework and Analysis

Non-profits initiate and maintain funding from the County in a variety of ways. Depending on the funding source and type of service provided, funding may be received through a defined competitive bidding process, to an organization working with County staff through the Department Director and County Manager, or even directly from the County Board through the budget process. A more detailed description of the current funding and evaluation process for non-profits can be found on the County website here. While the majority of County non-profit funding is awarded through a competitive evaluation process, the County does have sole source contracts with non-profits and awards discretionary grants to non-profits. These are both important tools for the County to assist in funding service gaps and often enables organizations in the community to increase their fund raising capabilities. For example, a non-profit may have expertise in specialty areas that DHS or another County agency does not have, or may be able to provide services more cost effectively.

Areas of service delivery non-profits provide the County range widely and include: residential programs for individuals with serious mental illness, developmental disabilities, and youth in foster care, medical detox for substance abuse, and homeless shelters and services for victims of domestic and sexual violence. Many of these services are supported through funding from Federal and State grants.

Staff Analysis - Government/Non-profit Relationships in Neighboring Jurisdictions

As part of its FY 2017 Adopted Budget Guidance to the County Manager, the County Board requested a framework as well as policy considerations to guide future non-profit funding and investment. The Department of Human Services conducted extensive research and met with staff from the City of Alexandria, Fairfax County, and Montgomery County in order to understand how non-profit organizations are funded in neighboring jurisdictions.

In their journal article, "Two Models for Non-profit Funding Allocation: Lessons for Non-profit Managers," Maureen Berner, Meredith Archer Hatch, and Eileen Youens explain that "there are no national models, best practices or even promising practices for local governments to use in funding non-profits" (4). As a result, there is tremendous variation in how government/non-profit funding relationships are established and maintained throughout the country.

City of Alexandria, Virginia

The City of Alexandria funds many types of programs through the Alexandria Fund for Human Services (AFHS), which prioritizes services for young children, youth, families, immigrants, seniors, and persons with disabilities. Until recently, the AFHS had served as an umbrella through which the Department of Community and Human Services administered grants for three separate Funds: the Children's Fund, the Youth Fund, and the Community Partnership Fund. Each Fund targeted different populations, and had different applications and reporting requirements. In June 2013, however, the City Council requested the formation of a working group to determine whether the AFHS was successfully supporting City priorities, and to make certain that organizations receiving funding were achieving the outcomes proposed in their applications. In response to the Working Group's recommendations, the City of Alexandria has made many changes to the AFHS, including:

- Consolidating the three Funds into one pool of money, with a single application and set of reporting requirements;
- Shifting to a three-year funding cycle;
- Appointing a 10-person review board to evaluate proposals; and
- Approving five outcome statements drawn from existing City plans that serve as priorities to drive funding decisions.

Fairfax County, Virginia

Prior to the late 1990s, Fairfax County funded non-profit organizations through many different processes, each with its own application and reporting requirements. Over time, the County was met with numerous challenges, such as the inability to track service duplication, identify gaps, or determine whether spending was aligned with community needs. As a result, Fairfax combined Community Services Block Grant (CSBG) and General Fund dollars in 1997, and added Community Development Block Grant (CDBG) dollars in 2000, resulting in a streamlined competitive grant process now known as the Consolidated Community Funding Pool (CCFP). At present, CCFP funds projects related to human services, affordable housing development administration/construction, and the acquisition/rehabilitation of affordable housing. More specifically:

- An advisory committee – made up of members of other advisory or administrative boards, councils, and committees – is responsible for setting policy, priorities, and proposal evaluation criteria;
- A selection committee – made up of interested citizens – reviews and rates proposals, and makes funding recommendations to the Board of Supervisors; and
- Awards are made for two-year terms.

Montgomery County, Maryland

Since the 1970s, Montgomery County has funded non-profit organizations to provide services to residents in need. Initially, the County did so without a well-defined application process; in fact, grant requests were most often approved by the County Council on an ad-hoc basis during work sessions. In the 1990s, however, the County Executive developed the Executive Community Collaboration Grants (ECCG) process, and the County Council created the County Council Grants (CCG) process shortly thereafter. At present, these are Montgomery County's primary vehicles for distributing discretionary dollars to non-profit organizations. ECCG and CCG are very similar in that:

- Both grant awards for a one-year term;
- The applications are nearly identical, and use the same online submission system;
- ECCG support services consistent with the County Executive's mission statement, and each year the County Executive identifies specific funding priorities;
- CCG provide funding for programs and projects that advance the County's services, goals, and objectives in areas such as community development, economic development, education, health and human services, and recreation; and
- CCG are reviewed by a Community Grants Advisory Group (CGAG), while the ECCG are reviewed by staff from the County's Office of Management and Budget.

Advantages and Limitations of Other Local Jurisdiction Models

There are several benefits common to two or more of the funding models outlined above:

- Reduction in administrative redundancies due to consolidation of multiple funding streams;
- Increase in clarity around application and evaluation processes;
- Multi-year funding cycles, which allow for more stable programs;
- Flexibility, as funding priorities are frequently re-evaluated based on changing community needs;
- Elimination of duplicative services;
- Community input and involvement throughout much of the funding process;
- Enhanced public legitimacy, with staff preference and political pressure on elected officials minimized; and
- Equal opportunity, since non-profits' relationships with decision makers do not factor into the funding process.

In spite of these advantages, there are also some limitations. Most notably, in all three jurisdictions, the local governments give up varying degrees of control over funding allocation to external actors. In addition, for two of the jurisdictions – Montgomery County and the City of Alexandria – staffing is also an issue, since existing staff were used to implement changes and enhancements.

Considerations

While creating this type of non-profit funding framework for Arlington County seems appealing and would allow the County government to respond to the frequently changing, increasingly diverse needs in the community, there are also a number of considerations:

- There are core services provided through Arlington non-profits on behalf of the County government that will continue to be required, and should not be subject to frequent changes. DHS, for example, serves as a local branch of the Department of Social Services, local Public Health office, lead agency of the HUD continuum of care, mandated administrator of services for youth in foster care, and service provider to the local Community Services Board. There are certain mandatory State and Federal services that cannot be subject to changing funding priorities.
- The County Government would have to work with community stakeholders to determine which of the 135 FY 2017 agreements with non-profit organizations are for discretionary services versus compulsory services.
    - For those services identified as compulsory, the existing agreements would have to be transitioned from a grant-style format and go through a formal procurement process.
    - For those services identified as discretionary, the existing agreements would have to be terminated, with at least one fiscal year's notice to the impacted non-profit organization(s). The funding previously allocated for these programs and services could then be pooled for the new non-profit funding framework.
- The County could expand upon an existing model within Arlington County government: the Community Development Fund. Similar to how things evolved in Fairfax County in creating the CCFP, there could be modifications made to the current Community Development Fund structure to create a streamlined competitive grant process for additional non-profit organizations in Arlington.
- In addition to challenges associated with potentially defunding some existing programs deemed discretionary, the County would also have to determine how funding priorities would be established given the many competing priorities of the community and its non-profit organizations.

It is clear that in FY 2018 and beyond, Arlington has the opportunity to enhance its non-profit funding allocation process in numerous ways, many of which could increase community engagement, non-profit competition, and overall transparency. The County can benefit from lessons learned in neighboring jurisdictions, and employ those strategies that are most suitable to the Arlington environment. Moving forward, the County should certainly consider efficiency, effectiveness, and equity. It is also important to ensure, however, that any changes are not enacted at the expense of key services that are required by Federal or State regulations, or that the community identifies as a core service.

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ONE-TIME FUNDING PROPOSALS

Approximately $19.0 million in one-time funding is available from the following sources:

- Carry-over of FY 2016 Close-out Funding: $13.3 million allocated by the County Board for housing grants, the affordable housing investment fund, and additional funding for the economic and revenue budget stabilization fund.
- Real Estate Assessments: $1.1 million from slightly higher-than-projected assessments in January 2017.
- Crystal City TIF Adjustment: $0.4 million from the proposed reduction of the Crystal City TIF allocation from a 33 percent increment to a 30 percent (portion allocated to APS).
- One-cent ($0.01) increase to the real estate tax rate for Metro: $3.6 million.
- One-time FY 2017 Funding: $1.5 million from unanticipated revenues received in FY 2017 including a 1.5% one-time bonus for state employees proposed in the governor's budget.

The proposed budget includes the following recommendations:

- Affordable Housing: $10.8 million - this includes funding for housing grants of $1.6 million and funding for AHIF of $9.2 million.
- Schools: $0.7 million - this reflects Schools' share of the one-time funding from reducing the TIF percentage and real estate revenues in excess of projections.
- Core Infrastructure: $2.9 million – this reflects $1.7 million for maintenance capital, $0.65 for paving, $0.26 million for Street lights and a trail light inventory assessment, and miscellaneous smaller maintenance capital projects $0.335 million.
- Land Acquisition: $2.0 million for open space or other non-park uses.
- Public Safety: $1.5 million to fund a 2nd recruit class for fire ($1.0 million), Sheriff uniforms ($0.4 million) and equipment for the new Sheriff positions ($0.063).
- Lee Highway Planning Study: $0.5 million
- Libraries Pop-Up Space to Columbia Pike ($0.15 million) and for additional library materials ($0.25 million).
- Economic Development: ConnectArlington Connection Grants: $0.25 million
- Miscellaneous & Technology: $0.45 million in funding for miscellaneous technology projects and other one-time needs, including software upgrades, litigation hold software, Arlington Independent Media, and digitizing County Board records.

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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 Section of the Planning 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.

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.

Crystal City Business Improvement District (BID) Fund

This fund accounts for the operations of a service district in Crystal 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. 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.

Community Development Fund

This fund accounts for the operations of various 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.

Section 8 Housing Assistance Fund

This fund accounts for the revenue from the U.S. Department of Housing and Urban Development for Section 8 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 Section 8 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. 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. 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, 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), a portion of the decal fee, developer contributions, and miscellaneous fees and charges. These Pay-As-You-Go capital appropriations are approved as part of the annual operating budget.

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.

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	Travel and Tourism	Rosslyn, Ballston & Crystal City BIDs	Community Development Fund	Section 8 Housing 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	■														■	
Office of Emergency Management	■														■	
Police	■														■	
Fire	■														■	
Environmental Services	■	■		■	■	■						■	■	■	■	■
Human Services	■									■					■	
Libraries	■														■	
Economic Development	■						■	■						■		
Community Planning, Housing & Development	■		■						■		■			■	■	
Parks and Recreation	■														■	

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EXPENDITURE SUMMARY (ALL FUNDS)

(Figures in Millions of Dollars)

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 Adopted to '18 Proposed
COUNTY GOVERNMENT				
Operating Expenses	619.2	620.5	646.5	4.2%
Capital Outlay	19.9	11.6	11.5	-0.7%
Debt Service	62.9	61.3	63.0	2.8%
Other Post Employment Benefits (OPEB) [1]	17.5	20.4	20.4	-
Contingents - General, Housing, Budget Stabilization	-	17.0	18.0	5.9%
Subtotal	719.4	730.7	759.3	3.9%
OTHER FUNDS				
Travel & Tourism Promotion [5]	-	1.9	1.5	-19.0%
Ballston Business Improvement District	1.5	1.6	1.5	-4.4%
Rosslyn Business Improvement District	3.4	3.6	3.8	5.5%
Crystal City Business Improvement District	2.5	2.6	2.7	3.6%
Community Development	1.5	1.2	1.2	-
Section 8 Housing	17.5	17.9	19.0	6.1%
General Capital - PAYG [6]	47.0	11.6	11.5	-0.7%
Stormwater Management	8.4	9.8	10.2	3.7%
Transportation Capital [6]	31.6	36.6	38.3	4.7%
Crystal City Tax Increment Financing [6]	1.2	4.8	6.3	31.0%
Columbia Pike Tax Increment Financing	-	1.0	0.9	-7.4%
Utilities (including Utilities capital)	117.5	119.5	122.8	2.7%
Ballston Parking Garage [2]	5.6	10.6	9.9	-6.6%
CPHD Development	16.0	19.9	20.2	1.6%
Automotive Equipment	18.2	17.2	16.2	-6.1%
Printing	2.3	2.1	2.5	16.3%
Subtotal	274.3	262.0	268.5	2.5%
Less Transfers to Other Funds [5]	(20.1)	(12.5)	(12.4)	-0.8%
Less Other Fund Transfers [3]	(14.9)	(12.6)	(14.6)	15.2%
COUNTY GOVERNMENT SUBTOTAL	958.7	967.6	1,000.9	3.4%
SCHOOL BOARD [4]				
School Operating Fund	462.4	485.5	501.3	3.2%
School Comprehensive Services (CSA)	3.7	4.0	4.0	-
School Debt Service	44.5	46.7	49.2	5.3%
School Capital Projects	19.6	6.4	6.5	-
School Food Services Fund	9.0	8.5	9.1	7.0%
School Grants and Restricted Programs	15.4	14.1	15.0	6.7%
Community Activities Fund	15.7	16.7	18.0	7.6%
School Board Subtotal	570.2	581.9	603.0	3.6%
TOTAL COUNTY GOVERNMENT AND SCHOOL BOARD	**1,528.9**	**1,549.5**	**1,603.9**	3.5%

[1] Other Post Employment Benefits (OPEB) includes Pay-As-You-Go retiree health and life insurance, and transfer to the OPEB Trust Fund.

[2] Ballston Parking Garage includes the 8th level internal service fund.

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

[4] The FY 2018 School Budget reflects the preliminary Superintendent's Proposed budget to the School Board.

[5] The FY 2017 revised budget is shown for Travel & Tourism Promotion, reflecting the County Board's reinstatement of the Transient Occupancy Tax add-on of 0.25% after budget adoption and transfer of Arlington Convention and Visitors Services from the General Fund to Travel & Tourism Promotion.

[6] Expenses do not include utilization of fund balance for FY 2017 and FY 2018. Refer to fund narrative for total expenditures.

Numbers may not add due to rounding.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2018 PROPOSED BUDGET

	General Fund	Travel and Tourism Promotion Fund	Ballston Business Improvement District	Rosslyn Business Improvement District	Crystal City Business Improvement District	Community Development Fund	Section 8 Housing Assistance Fund	Pay-As-You-Go Capital Projects [5]	Stormwater Management Fund
EXPENDITURES BY CATEGORY									
Personnel Services	$274,301,378	$562,369	-	-	-	$366,914	$1,052,843	-	$3,431,425
Employee Benefits	143,589,304	221,501	-	-	-	139,907	443,190	-	1,403,464
Contractual Services	127,823,789	725,127	$1,523,940	$3,775,311	$2,655,171	15,630	191,202	-	3,863,424
Internal Services [1]	15,096,697	8,203	-	-	-	200	20,448	-	888,146
Other Charges [2]	562,813,028	-	15,393	38,134	26,820	697,484	17,220,201	$1,263,103	131,224
Materials and Supplies	10,499,755	1,000	-	-	-	950	8,000	-	368,577
Capital Outlay	3,497,372	1,000	-	-	-	-	28,809	10,273,284	73,400
Other Uses of Funds [3]	107,127,165		-	-	-	-	-	-	-
Intra-County Charges for Services	(6,496,964)		-	-	-	-	-	-	-
TOTAL EXPENDITURES	**$1,238,251,524**	**$1,519,200**	**$1,539,333**	**$3,813,445**	**$2,681,991**	**$1,221,085**	**$18,964,693**	**$11,536,387**	**$10,159,660**
REVENUES BY CATEGORY									
Local Taxes	1,033,772,410	1,272,500	1,539,333	3,813,445	2,681,991	-	-	-	9,609,660
Licenses, Permits and Fees	10,766,100	-	-	-	-	-	-	-	-
Fines & Forfeitures, Use of Money & Property	18,767,466	-	-	-	-	-	-	-	-
Outside Charges for Services	58,738,257	-	-	-	-	-	-	-	550,000
Miscellaneous Revenue	1,204,950	-	-	-	-	-	40,900	-	-
Commonwealth of Virginia	73,140,683	-	-	-	-	-	-	-	-
Federal Government	15,174,207	-	-	-	-	1,221,085	18,803,887	-	-
Other Revenue [4]	22,894,364	-	-	-	-	-	119,906	-	-
Transfers from Other Funds	3,793,087	246,700	-	-	-	-	-	11,536,387	-
TOTAL REVENUES	**$1,238,251,524**	**$1,519,200**	**$1,539,333**	**$3,813,445**	**$2,681,991**	**$1,221,085**	**$18,964,693**	**$11,536,387**	**$10,159,660**

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 include contingents, transfers to other funds, regional programs, and Metro
[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 2018. Refer to fund narrative for total expenditures.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2018 PROPOSED BUDGET

	Transportation Capital Fund [5]	Crystal City Tax Increment Financing Fund [5]	Columbia Pike Tax Increment 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	$1,282,779	$213,158	-	$17,570,676	-	-	-	$8,667,728	$4,491,595	$488,184
Employee Benefits	352,345	104,562	-	7,460,945	-	-	-	3,472,340	1,990,748	248,440
Contractual Services	161,541	13,780	-	20,207,187	-	$1,818,257	$30,690	5,230,652	1,548,704	1,432,948
Internal Services [1]	32,110	13,500	-	6,433,215	-	-	-	2,015,102	70,614	58,208
Other Charges [2]	777,277	-	$881,550	13,571,640	-	522,375	18,460	-	130,000	-
Materials and Supplies	17,000	8,000	-	4,066,873	-	144,300	42,750	66,000	1,623,918	241,505
Capital Outlay	35,038,646	5,951,880	-	471,578	$19,426,740	1,424,044	1,000,000	778,397	4,756,286	-
Other Uses of Funds [3]	662,000	-	-	31,993,399	-	4,904,100	-	-	1,551,411	-
Intra-County Charges for Services	-	-	-	(1,425,542)	-	-	-	-	-	-
TOTAL EXPENDITURES	**$38,323,698**	**$6,304,880**	**$881,550**	**$100,349,971**	**$19,426,740**	**$8,813,076**	**$1,091,900**	**$20,230,219**	**$16,163,276**	**$2,469,285**
REVENUES BY CATEGORY										
Local Taxes	26,423,698	6,304,880	881,550	-	-	-	-	-	-	-
Licenses, Permits and Fees	-	-	-	-	-	-	-	14,805,196	-	-
Fines & Forfeitures, Use of Money & Property	-	-	-	213,585	100,000	12,000	-	-	250,000	-
Outside Charges for Services	-	-	-	101,549,271	5,555,900	3,238,771	246,600	4,300	17,146,417	2,237,588
Miscellaneous Revenue	11,900,000	-	-	76,555	-	-	-	29,452	451,000	-
Commonwealth of Virginia	-	-	-	-	-	-	-	-	-	-
Federal Government	-	-	-	-	-	-	-	-	-	-
Other Revenue [4]	-	-	-	1,510,560	-	5,562,305	845,300	5,391,271	-	-
Transfers from Other Funds	-	-	-	-	13,770,840	-	-	-	185,835	249,600
TOTAL REVENUES	**$38,323,698**	**$6,304,880**	**$881,550**	**$103,349,971**	**$19,426,740**	**$8,813,076**	**$1,091,900**	**$20,230,219**	**$18,033,252**	**$2,487,188**

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 include contingents, transfers to other funds, regional programs, and Metro
[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 2018. Refer to fund narrative for total expenditures.

GENERAL FUND SUMMARY

(Figures in Millions of Dollars)

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 Adopted to '18 Proposed
EXPENDITURES				
County Services [1]	$588.8	$590.2	$610.2	3.4%
Metro Operations	30.3	30.3	36.2	19.4%
County Debt Service	62.9	61.3	63.0	2.8%
Other Post Employment Benefits (OPEB) [2]	17.5	20.4	20.4	-
Contingents				
General	-	0.3	0.3	-
Economic & Revenue Stabilization Fund	-	3.0	4.0	33.3%
Affordable Housing Investment Fund (AHIF)	-	13.7	13.7	-
Subtotal County Services	699.5	719.1	747.8	4.0%
Capital	19.9	11.6	11.5	-0.7%
Subtotal County	719.4	730.7	759.3	3.9%
Schools Transfer (ongoing)	465.0	464.5	478.3	3.0%
Schools Transfer (one-time)	-	2.5	0.7	-73.8%
Subtotal Schools	465.0	467.0	478.9	2.6%
TOTAL EXPENDITURES [3]	**$1,184.4**	**$1,197.7**	**$1,238.3**	**3.4%**
REVENUES				
Real Estate Tax	$675.7	$687.2	$710.5	3.4%
Personal Property Tax	111.8	112.1	115.5	3.0%
BPOL Tax	60.2	57.0	63.1	10.7%
Sales Tax	39.7	40.2	42.0	4.5%
Transient Tax	24.1	25.0	25.5	1.8%
Utility Tax	11.5	12.0	12.0	0.4%
Meals Tax	37.3	38.5	39.9	3.6%
Communications Sales Tax	7.3	7.5	7.1	-5.3%
Other Local Taxes	18.9	17.6	18.3	4.0%
Subtotal Taxes	986.5	997.0	1,033.8	3.7%
Licenses, Permits and Fees	9.8	10.2	10.8	5.4%
Fines, Interest, Other	17.7	15.3	19.9	29.8%
Charges for Services	54.5	56.4	58.7	4.2%
Miscellaneous	18.0	7.4	3.9	-46.8%
Revenue from State	71.8	72.9	73.1	0.4%
Revenue from Federal Government	17.0	14.5	15.2	4.6%
Subtotal Other	188.9	176.7	181.6	2.8%
Total Revenue (excluding Fund Balance)	1,175.4	1,173.7	1,215.4	3.6%
Prior Year Fund Balance	123.4	24.0	22.9	-4.7%
TOTAL REVENUES & FUND BALANCE	**$1,298.7**	**$1,197.7**	**$1,238.3**	**3.4%**

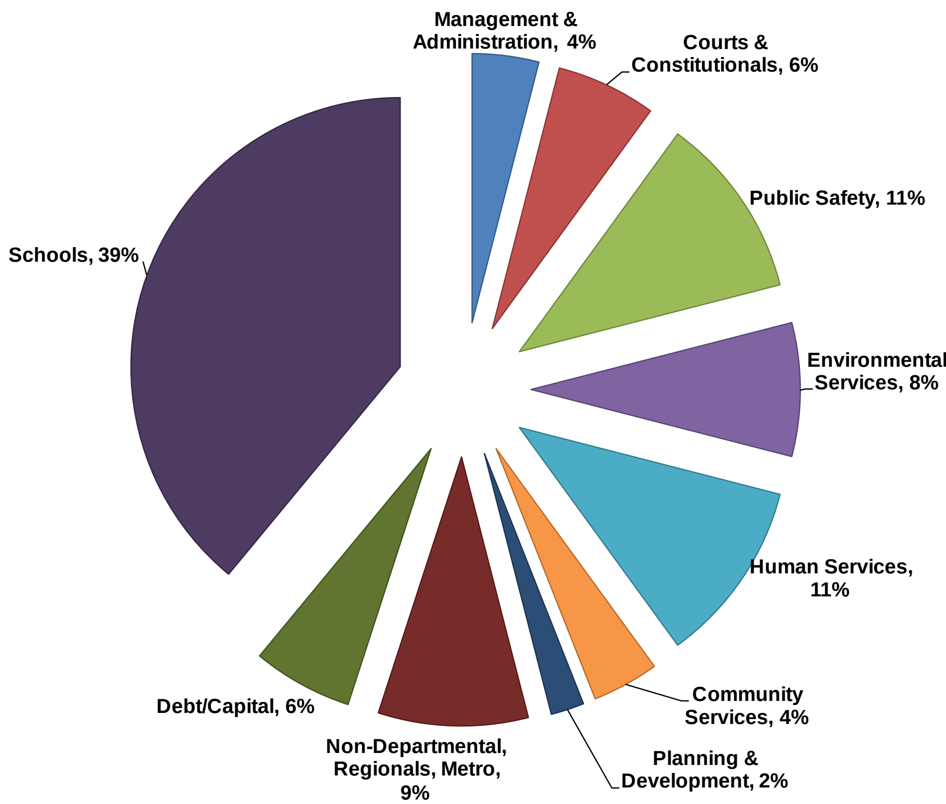
[1] Includes General Fund transfers to other operating funds.

[2] Includes Pay-As-You-Go retiree health and life insurance, and transfer to the OPEB Trust Fund.

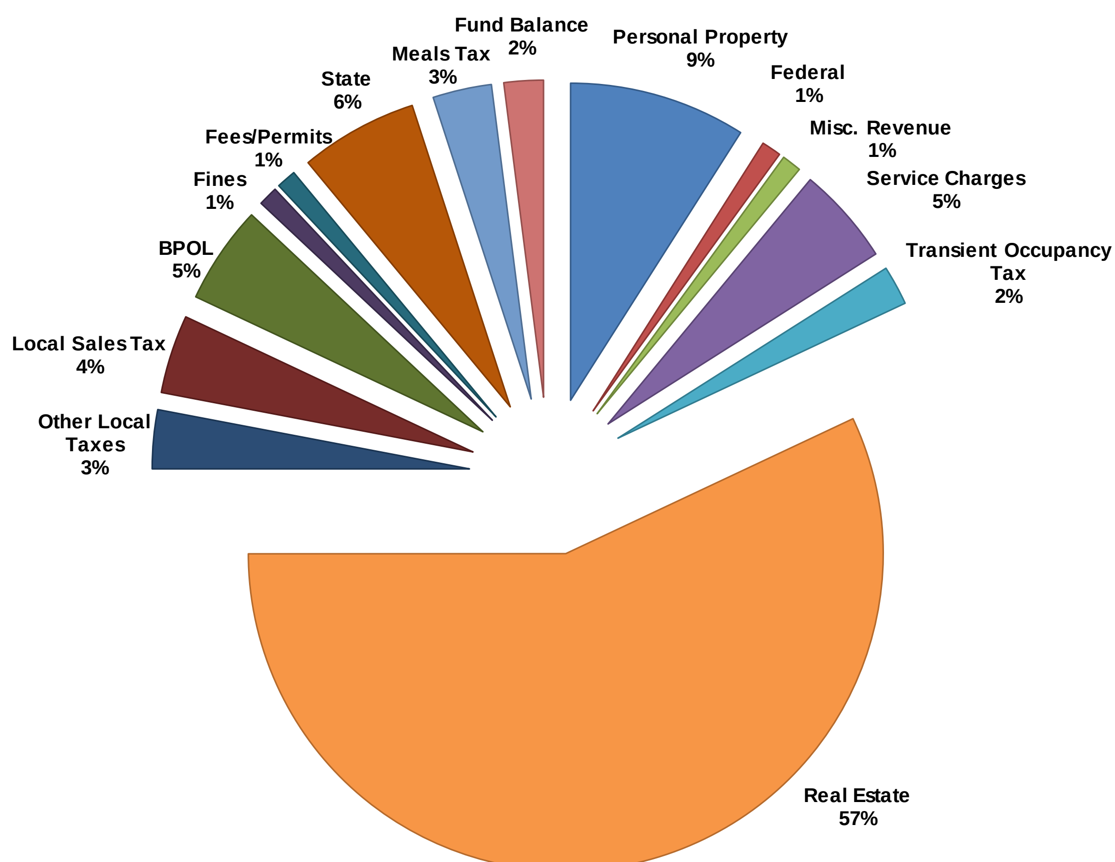
[3] The total FY 2018 Proposed expenditure budget compared to FY 2017 Adopted increases 4.3% if an additional 1 cent real estate tax increase for APS is included.

Numbers may not add due to rounding.

FY 2018 Proposed Budget General Fund Expenditures



FY 2018 Proposed Budget General Fund Revenues



COUNTY GOVERNMENT SUMMARY

	FY 2016 Adopted FTE	FY 2017 Adopted FTE	FY 2018 Proposed FTE	FY 2016 Actual Expense	FY 2017 Adopted Expense	FY 2018 Proposed Expense
GENERAL FUND						
County Board	9.25	10.00	10.00	$1,326,700	$1,509,416	$1,600,862
County Manager	37.35	33.35	36.00	5,578,989	5,257,227	5,748,354
Management and Finance	57.50	57.50	59.50	6,480,030	7,347,047	8,066,201
Technology Services	78.00	78.00	77.00	19,805,805	19,985,285	20,658,645
Human Resources	52.00	53.00	53.00	8,783,654	9,308,291	9,525,537
County Attorney	15.00	15.00	17.00	2,766,821	2,772,065	3,155,408
Circuit Court	9.80	9.80	10.30	977,960	1,022,871	1,100,433
Clerk of the Circuit Court	27.00	27.00	27.00	3,166,978	3,171,946	3,183,122
General District Court	1.50	1.50	1.50	345,061	388,115	392,416
Juvenile and Domestic Relations Court	55.80	55.80	57.80	6,211,080	6,400,759	6,794,377
Commonwealth's Attorney	36.00	34.00	35.00	4,152,655	4,066,913	4,196,604
Office of the Magistrate	-	-	-	39,688	42,616	42,720
Office of the Public Defender	-	-	-	81,927	166,111	185,410
Sheriff	279.00	286.00	293.00	43,702,573	41,585,320	43,041,825
Commissioner of Revenue	52.00	52.00	53.00	5,409,558	5,572,714	5,809,383
Treasurer	62.41	62.66	62.66	6,820,769	6,900,367	7,035,346
Electoral Board	8.40	8.40	8.40	1,129,861	1,788,646	1,316,048
Office of Emergency Management	74.50	74.50	76.50	11,341,831	11,756,311	12,415,246
Police	472.00	478.00	478.00	65,439,095	65,823,027	68,028,917
Fire	319.00	332.00	332.00	56,348,894	56,453,836	59,790,930
Environmental Services	400.00	401.00	407.00	90,929,047	91,211,853	96,550,218
Human Services	688.79	700.82	706.32	127,949,353	135,395,857	136,703,588
Libraries	133.85	133.85	134.85	12,999,158	13,858,945	14,482,930
Economic Development [1]	56.67	60.00	57.20	10,522,630	8,479,314	8,900,269
Community Planning, Housing & Devel.	87.00	87.00	86.00	11,051,427	11,337,792	11,599,930
Parks and Recreation	370.91	379.04	380.57	37,974,121	39,977,087	41,794,771
Non-Departmental/Other				62,893,197	66,975,535	68,066,631
Debt Service				58,680,401	61,267,819	62,964,345
Regionals/Contributions				6,039,452	8,090,741	7,531,562
Metro				30,328,935	30,343,315	36,239,655
SUBTOTAL FOR FUND	3,383.73	3,430.22	3,459.60	699,277,653	718,257,141	746,921,683
TRANSFERS TO OTHER FUNDS						
Utility Fund				-	-	199,200
Travel & Tourism Promotion [1]				-	626,148	246,700
Automotive Equipment				-	-	156,835
Printing				231,484	241,769	249,600
				-		
SUBTOTAL				231,484	867,917	852,335
Schools Transfer				464,986,649	466,964,233	478,941,119
General Capital Projects				19,890,523	11,615,946	11,536,387
TOTAL TRANSFERS TO OTHER FUNDS				485,108,656	479,448,096	491,329,841
GENERAL FUND TOTAL [5]	**3,383.73**	**3,430.22**	**3,459.60**	**$1,184,386,308**	**$1,197,705,237**	**$1,238,251,524**
OTHER FUNDS - OPERATING AND CAPITAL						
Travel & Tourism Promotion [1]	-	-	7.00	-	1,876,148	1,519,200
Ballston Business Improvement District	-	-	-	1,514,794	1,610,085	1,539,333
Rosslyn Business Improvement District	-	-	-	3,449,310	3,614,586	3,813,445
Crystal City Business Improvement Dist.	-	-	-	2,514,190	2,588,141	2,681,991
Community Development	4.50	4.50	4.50	1,467,802	1,219,919	1,221,085
Section 8 Housing Assistance	17.10	17.10	17.10	17,490,977	17,870,843	18,964,693
General Capital - PAYG [2]		-	-	46,977,071	11,615,946	11,536,387
Stormwater Management	37.00	42.00	42.00	8,430,072	9,801,470	10,159,660
Transportation Capital [2]	15.00	18.00	22.00	31,628,841	36,597,752	38,323,698
Crystal City Tax Increment Financing [2]	7.50	7.50	6.50	1,243,069	4,812,420	6,304,880
Columbia Pike Tax Increment Financing	-	-	-	-	952,180	881,550
Utilities	243.95	243.95	246.95	100,361,774	101,267,278	103,349,971
Utility Capital	-	-	-	17,165,446	18,281,500	19,426,740
Ballston Public Parking Garage	-	-	-	5,453,900	10,495,855	8,813,076
Ballston Public Parking Garage - 8th Level	-	-	-	176,989	111,978	1,091,900
CPHD Development	93.00	97.00	104.00	15,984,063	19,918,105	20,230,219
Automotive Equipment	63.00	63.00	63.00	18,184,168	17,208,334	16,163,276
Printing	8.00	8.00	8.00	2,285,306	2,122,387	2,469,285
TOTAL OTHER FUNDS	489.05	501.05	521.05	274,327,772	261,964,927	268,490,389
LESS GENERAL FUND TRANSFERS [2] [3]				(485,108,656)	(479,448,096)	(491,329,841)
LESS OTHER FUND TRANSFERS [4]				(14,885,768)	(12,637,068)	(14,559,264)
TOTAL COUNTY GOVERNMENT	**3,872.78**	**3,931.27**	**3,980.65**	**$958,719,657**	**$967,585,000**	**$1,000,852,808**

[1] The FY 2017 revised budget is shown for Travel & Tourism Promotion and Economic Development, reflecting the County Board's reinstatement of the Transient Occupancy Tax add-on of 0.25% after budget adoption and transfer of Arlington Convention and Visitors Services from the General Fund to Travel & Tourism Promotion.

[2] Expenses do not include utilization of fund balance for FY 2017 and FY 2018. Refer to fund narrative for total expenditures.

[3] FY 2017 Adopted General Fund Transfers is revised to no longer include transfer to the Industrial Development Authority and OPEB Trust Transfer; both are included in Non-Departmental / Other.

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

[5] The total expenditure budget for the FY 2018 Proposed Budget increases to $1,249,324,864, a 4.3% increase over FY 2017 Adopted, if an additional 1 cent real estate tax increase for APS is included.

EXPENDITURE COMPARISON

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Increase '17 Adopted to '18 Proposed
GENERAL ADMINISTRATION				
County Board	$1,326,700	$1,509,416	$1,600,862	6.1%
County Manager	5,578,989	5,257,227	5,748,354	9.3%
Management and Finance	6,480,030	7,347,047	8,066,201	9.8%
Technology Services	19,805,805	19,985,285	20,658,645	3.4%
Human Resources	8,783,654	9,308,291	9,525,537	2.3%
County Attorney	2,766,821	2,772,065	3,155,408	13.8%
Subtotal: General Administration	44,742,000	46,179,331	48,755,007	5.6%
COURTS AND CONSTITUTIONALS				
Circuit Court	977,960	1,022,871	1,100,433	7.6%
Clerk of the Circuit Court	3,166,978	3,171,946	3,183,122	0.4%
General District Court	345,061	388,115	392,416	1.1%
Juvenile and Domestic Relations Court	6,211,080	6,400,759	6,794,377	6.1%
Commonwealth's Attorney	4,152,655	4,066,913	4,196,604	3.2%
Office of the Magistrate	39,688	42,616	42,720	0.2%
Office of the Public Defender	81,927	166,111	185,410	11.6%
Sheriff	43,702,573	41,585,320	43,041,825	3.5%
Commissioner of Revenue	5,409,558	5,572,714	5,809,383	4.2%
Treasurer	6,820,769	6,900,367	7,035,346	2.0%
Electoral Board	1,129,861	1,788,646	1,316,048	-26.4%
Subtotal: Courts and Constitutionals	72,038,110	71,106,378	73,097,684	2.8%
PUBLIC SAFETY				
Office of Emergency Management	11,341,831	11,756,311	12,415,246	5.6%
Police	65,439,095	65,823,027	68,028,917	3.4%
Fire	56,348,894	56,453,836	59,790,930	5.9%
Subtotal: Public Safety	133,129,821	134,033,174	140,235,093	4.6%
ENVIRONMENTAL SERVICES	90,929,047	91,211,853	96,550,218	5.9%
HUMAN SERVICES	127,949,353	135,395,857	136,703,588	1.0%
COMMUNITY SERVICES				
Libraries	12,999,158	13,858,945	14,482,930	4.5%
Parks and Recreation	37,974,121	39,977,087	41,794,771	4.5%
Subtotal: Community Services	50,973,279	53,836,032	56,277,701	4.5%
PLANNING AND DEVELOPMENT				
Economic Development [2]	10,522,630	8,479,314	8,900,269	5.0%
Community Planning, Housing & Devel.	11,051,427	11,337,792	11,599,930	2.3%
Subtotal: Planning and Development	21,574,057	19,817,106	20,500,199	3.4%
OTHER				
Non-Departmental/Other	62,893,197	66,975,535	68,066,631	1.6%
Debt Service	58,680,401	61,267,819	62,964,345	2.8%
Regionals/Contributions	6,039,452	8,090,741	7,531,562	-6.9%
Metro	30,328,935	30,343,315	36,239,655	19.4%
Subtotal: Other	157,941,986	166,677,410	174,802,193	4.9%
TOTAL GENERAL FUND OPERATIONS	**$699,277,653**	**$718,257,141**	**$746,921,683**	**4.0%**
OTHER FUNDS - OPERATING & CAPITAL				
Travel & Tourism Promotion [2]	-	1,876,148	1,519,200	-19.0%
Ballston Business Improvement District	1,514,794	1,610,085	1,539,333	-4.4%
Rosslyn Business Improvement District	3,449,310	3,614,586	3,813,445	5.5%
Crystal City Business Improvement District	2,514,190	2,588,141	2,681,991	3.6%
Community Development	1,467,802	1,219,919	1,221,085	0.1%
Section 8 Housing Assistance	17,490,977	17,870,843	18,964,693	6.1%
General Capital - PAYG [3]	46,977,071	11,615,946	11,536,387	-0.7%
Stormwater Management	8,430,072	9,801,470	10,159,660	3.7%
Transportation Capital [3]	31,628,841	36,597,752	38,323,698	4.7%
Crystal City Tax Increment Financing [3]	1,243,069	4,812,420	6,304,880	31.0%
Columbia Pike Tax Increment Financing	-	952,180	881,550	-7.4%
Utilities	100,361,774	101,267,278	103,349,971	2.1%
Utilities Capital	17,165,446	18,281,500	19,426,740	6.3%
Ballston Public Parking Garage	5,453,900	10,495,855	8,813,076	-16.0%
Ballston Public Parking Garage - 8th Level	176,989	111,978	1,091,900	875.1%
CPHD Development	15,984,063	19,918,105	20,230,219	1.6%
Automotive Equipment	18,184,168	17,208,334	16,163,276	-6.1%
Printing	2,285,306	2,122,387	2,469,285	16.3%
TOTAL OTHER FUNDS	**$274,327,772**	**$261,964,927**	**$268,490,389**	**2.5%**
Less Other Fund Transfers [1]	(14,885,768)	(12,637,068)	(14,559,264)	**15.2%**
TOTAL COUNTY REQUIREMENTS	**$958,719,657**	**$967,585,000**	**$1,000,852,808**	**3.4%**

[1] Includes Other Fund transfers to General Fund and inter-fund transfers.
[2] The FY 2017 revised budget is shown for Travel & Tourism Promotion and Economic Development, reflecting the County Board's reinstatement of the Transient Occupancy Tax add-on of 0.25% after budget adoption and transfer of Arlington Convention and Visitors Services from the General Fund to Travel & Tourism Promotion
[3] Expenses do not include utilization of fund balance for FY 2017 and FY 2018. Refer to fund narrative for total expenditure

FY 2018 PROPOSED BUDGET POSITION CHANGES

This table details the added and eliminated full-time equivalent positions (FTEs) in the FY 2018 Proposed Budget.
Interdepartmental reorganizations are shown as transfers.

	FTE Changes: FY 2017 Adopted to FY 2018 Proposed
GENERAL FUND	
County Attorney's Office	
Add a County Attorney I	1.00
Add a County Attorney II	1.00
Total County Attorney's Office	2.00
County Manager's Office	
Add a Legislative Aide	1.00
Add a Joint Facilities Advisory Committee support position	1.00
Converted a part-time temporary ATV employee to full-time permanent position as part of FY 2016 Closeout.	0.65
Total County Manager's Office	2.65
Department of Management and Finance	
Add a Capital Coordinator	1.00
Add a Purchasing Expeditor	1.00
Total Department of Management and finance	2.00
Department of Technology Services	
Transfer a ConnectArlington sales position to Arlington Economic Development	(1.00)
Total Department of Human Resources	(1.00)
Circuit Court Judiciary	
Convert a part-time administrative assistant to a full-time Probation Officer to support the Drug Court	0.50
Total Circuit Court Judiciary	0.50
Juvenile and Domestic Relations Court	
Add a position to address Prison Rape Elimination Act requirements	1.00
Added a Probation Officer II during FY 2017 funded by the City of Falls Church	1.00
Total Juvenile and Domestic Relations Court	2.00
Commonwealth Attorney's Office	
Added a grant-funded Victim Witness position during FY 2017	1.00
Total Commonwealth Attorney's Office	1.00
Sheriff's Office	
Add Sheriff Deputies	5.00
Add Sergeant positions	2.00
Total Sheriff's Office	7.00
Office of Emergency Management	
Add 3 Emergency Communications Technicians reallocated from 1 Police Lieutenant within OEM (net increase of 2 positions)	2.00
Total Office of Emergency Management	2.00

	FTE Changes: FY 2017 Adopted to FY 2018 Proposed
Commissioner of Revenue	
Add a 2-year limited term Business Tax Auditor offset by additional tax revenue	1.00
Total Commissioner of Revenue	1.00
Department of Environmental Services	
Add Street Light Technicians	2.00
Add a Senior Trades Worker V	1.00
Add a Street Light Engineer	1.00
Add a Street Light Program Manager	1.00
Add a Paving Construction Manager	1.00
Total Department of Environmental Services	6.00
Department of Human Services	
Add a Psychiatrist through a conversion of existing non-personnel contractor funds	1.00
Add a School Nurse	1.00
Added a Psychiatrist during FY 2016 Closeout through a conversion of existing non-personnel contractor funds	*1.00*
Added a part-time grant-funded Nurse Practitioner during FY 2016 Closeout for opioid treatment programs	*0.50*
Added a grant-funded Housing Specialist during FY 2016 Closeout to support the permanent supportive housing program	*1.00*
Added a grant-funded Human Services Clinician to support the Child Advocacy Center (CAC) during FY 2017	*1.00*
Total Department of Human Services	5.50
Economic Development	
Transfer of a ConnectArlington sales position from the Department of Technology Services	1.00
Conversion of a temporary employee in Travel and Tourism Promotion to permanent for Front Desk	1.00
Add a BizLaunch Small Business Development Manager	1.00
Transferred 5 full-time permanent and one part-time temporary employee to the Travel and Tourism Promotion Fund during FY 2017	(5.80)
Total Department of Economic Development	(2.80)
Community Planning, Housing and Development	
Transfer a Communications Specialist to CPHD Development Fund	(1.00)
Total Community Planning, Housing and Development	(1.00)
Department of Libraries	
Add a Youth Services Librarian	1.00
Total Department of Libraries	1.00
Parks and Recreation	
Conversion of Aquatics and Gymnastics temporary employees to permanent *(Addition of 21 permanent FTEs, and reduction of 21.1 temporary employees)*	(0.11)
Add temporary positions to support increased participation	1.64
Total Parks and Recreation	1.53
NET POSITION CHANGES: GENERAL FUND	**29.38**

	FTE Changes: FY 2017 Adopted to FY 2018 Proposed
OTHER FUNDS	
Travel and Tourism Promotion Fund	
Conversion of a temporary position in Travel and Tourism Promotion to permanent for front desk support in Arlington Economic Development in the General Fund	(0.80)
Transferred 5 full-time permanent and one part-time temporary employee to the Travel and Tourism Promotion Fund during FY 2017	5.80
Added 2 positions to Travel and Tourism Promotion Fund during FY 2017	2.00
Total Travel and Tourism Promotion Fund	7.00
CPHD Development Fund	
Add 4 positions to provide post-production support to the One-Stop Arlington Permitting Initiative	4.00
Add an Associate Planner in Zoning to serve as the Assistant Counter Services Manager	1.00
Add an Principal Planner in Zoning to serve as a Zoning Administration Supervisor	1.00
Transfer a Communications Specialist from CPHD General Fund	1.00
Total CPHD Development Fund	7.00
Transportation Capital Fund	
Add a Management and Budget Specialist	1.00
Add a Neighborhood Complete Street Traffic Engineer	1.00
Add a Neighborhood Complete Street Design Engineer	1.00
Transfer a Real Estate Position from Crystal City TIF	1.00
Total Transportation Capital Fund	4.00
Crystal City TIF	
Transfer a Real Estate Position to Transportation Capital Fund	(1.00)
Total Crystal City TIF	(1.00)
Utilities Fund	
Add an Engineering Tech II	1.00
Add a Contracts Manager	1.00
Add a position to support Hoe Ram operations	1.00
Total CPHD Development Fund	3.00
NET POSITION CHANGES: OTHER FUNDS	**20.00**
NET POSITION CHANGES: ALL FUNDS	**49.38**

Compensation

	ALL FUNDS		GENERAL FUND	
	FY 2018 Proposed	Percent of Total	FY 2018 Proposed	Percent of Total
Pay (Salaries)	$312,429,049	66.21%	$274,301,378	65.64%
Retirement	69,741,110	14.78%	62,492,883	14.95%
FICA	23,692,956	5.02%	20,829,730	4.98%
Health Insurance - Employees	37,714,365	7.99%	32,314,500	7.73%
Health/Life Insurance - Retirees	12,900,000	2.73%	12,900,000	3.09%
Life Insurance - Employees	350,466	0.07%	307,222	0.07%
Commuting & Transportation	2,697,928	0.57%	2,415,048	0.58%
Tuition Reimbursement	325,500	0.07%	325,500	0.08%
Unemployment/Short-Term Disability	280,000	0.06%	280,000	0.07%
Workers Compensation	3,130,000	0.66%	3,130,000	0.75%
Transfer to OPEB Trust Fund	7,500,000	1.59%	7,500,000	1.79%
Miscellaneous	1,094,421	0.23%	1,094,421	0.26%
Total	**$471,855,795**	**100%**	**$417,890,682**	**100%**

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

Pay Enhancements – FY 2004 to FY 2018

The following provides a history of key pay enhancements.

Fiscal Year	COLA / Market Pay Adjustment	Other Changes
FY 2018	None	▪ Merit increases included ▪ Increasing Transit Subsidy by $50 per month ▪ Implementing a Dependent Care Flexible Spending Account (FSA) employer match of $500 per employee
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 ▪ Eliminating steps 2 & 3 ▪ Implementing a Commercial Driver's License (CDL) bonus program ▪ Increasing 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 ▪ Eliminate 1 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

Fiscal Year	COLA / Market Pay Adjustment	Other Changes
FY 2010 Adopted	None	▪ No merit/step increases ▪ $500 one-time bonus
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 2018 Proposed Budget		
Plan	**Employee Type**	**County Contribution Rate**
Defined Benefit	General Employees	14.9% of pay
	Uniformed Employees	37.9% 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 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 2018	4.2%			
FY 2017	4.2%	-	-	-
FY 2016	4.2%	-	-	-
FY 2015	4.2%	-	-	-
FY 2014	4.2%	-	-	-
FY 2013	4.2%	-	-	-
FY 2012	4.2%	-	-	-
FY 2011	4.2%	-	-	-
FY 2010	4.2%	-	-	-
FY 2009 (as of 1/1/09)	4.2%	-	-	-
FY 2003 through FY 2008	2%	-	1%	-

Employee Health Insurance

The overall budget for health and dental insurance is projected to increase 7.5 percent. Rates for the various plans and election levels will be finalized in Spring 2017.

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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 throughout the budget and consolidates summary information on all housing programs in one place. The Funding Summary shows that approximately $59.1 million in funding is being allocated for FY 2018 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals $37.8 million, or 5.1 percent of County government operations (General Fund excluding Schools transfer). These figures do not include additional funds outside the County budget that contribute to the affordable housing effort (noted throughout this section).

Although a sizeable amount, indications are that Arlington continues to experience losses in its market rate affordable housing units, due to redevelopment and increased rents. And County residents continue to struggle to meet rising housing costs, especially in difficult economic times.

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 the 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. The summary provides the Housing Goals addressed, multi-year budgeted expenditures and funding sources for each program included in this section. FY 2018 reflects a recent reorganization of Housing staff in the Department of Community Planning, Housing and Development. Therefore, several housing categories were consolidated in order to better reflect overall programs rather than individual activities that these programs support. More detail on each program can be found in the appropriate sections of the budget.

Pressures on the supply of market-rate affordable housing units continue to grow, primarily due to rent increases. In addition, projected development in the Rosslyn-Ballston, Jefferson Davis and Columbia Pike corridors will make it even more critical for the County to be strategic in allocating resources.

Beginning in FY 2013, the County began a three-year affordable housing study to create a shared community vision of Arlington's affordable housing as a key component of our community sustainability. The components of this study included community engagement; a housing needs survey; an assessment of current program approaches to housing needs in Arlington; a review of best practices from other areas; and an evaluation of current adopted principles, goals, and targets with revision of existing ones and/or additions. These new and revised principles, goals, targets, and strategies will provide the basis for an Affordable Housing Element of Arlington's Comprehensive Plan that reflects the current and future population as well as the housing market.

Over the course of the study, community engagement activities provided opportunities for outreach, information gathering and sharing, and education about affordable housing programs, especially engaging traditionally less involved populations such as low-income residents, persons with limited English proficiency, and workers who do not live in the County. A working group comprised of the representatives of several advisory commissions and other key stakeholder groups was appointed by the County Manager; this working group advised County staff throughout the Study process and provided input into process implementation and recommendations.

In addition to the progress made with the affordable housing study, significant investments in FY 2018 to various housing programs include:

1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at a level of $13.72 million, of which, $7.0 million is one-time funding from the FY 2016 closeout process and an additional $2.2 million in one-time funding added by the County Manager in the FY 2018 Proposed Budget.

2) A full-year of operational costs for the Comprehensive Homeless Services Center ($1,487,143) is included in the proposed FY 2018 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 also support additional County office space.

3) The Housing Grant Program in FY 2018 includes $7,553,755 in ongoing funding and $1,600,000 in one-time funding. This budget includes $1,000,000 in additional ongoing funding for housing grants, funded through a reallocation within DHS. Total funding for housing grants decreases $524,000 over FY 2017, but is funded at a level expected to meet demand for service. Total funding for FY 2018 is $9,153,755.

4) The FY 2018 proposed budget includes a total of $2.5 million 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. The Affordable Housing Master Plan can be found at the link below:

http://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/15/2015/12/AHMP-Published.pdf

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.

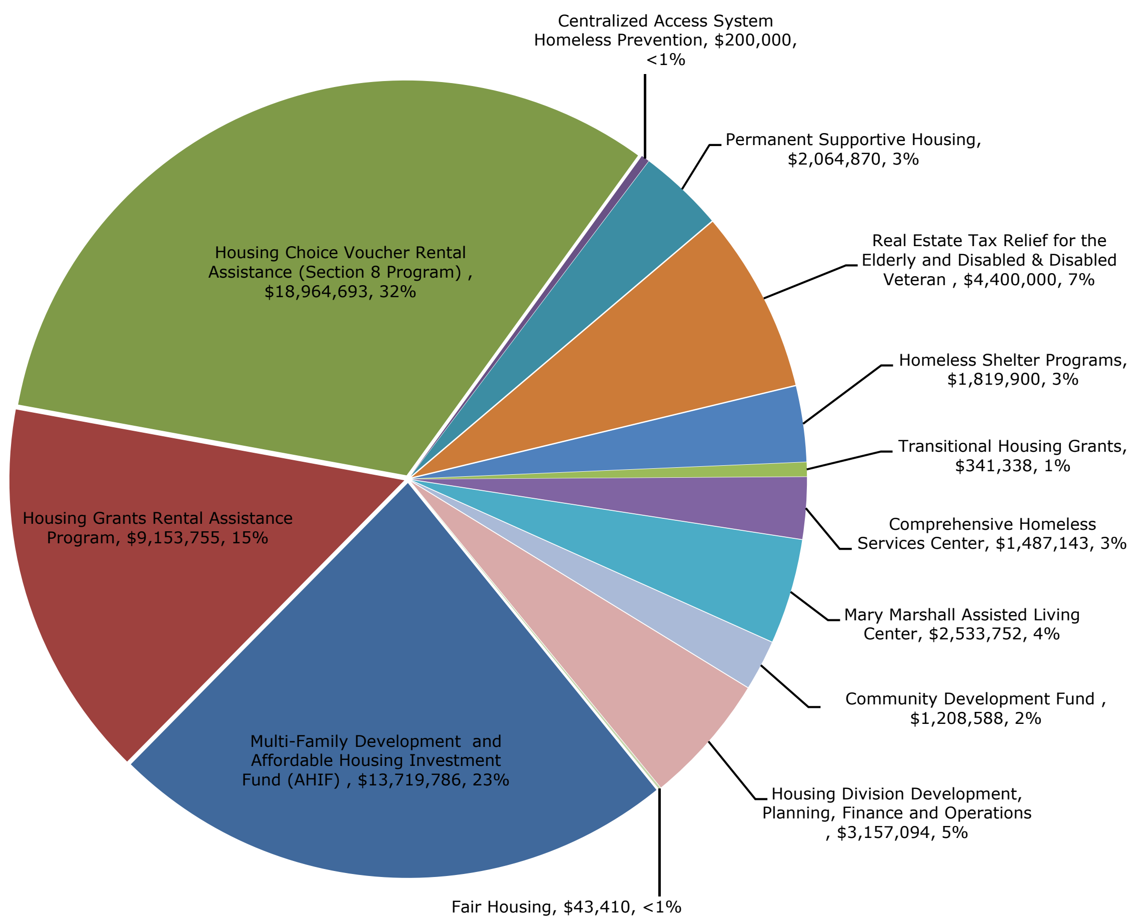
Goal 2: Arlington County shall ensure that all segments of the community have access to housing.

Goal 3: Arlington County shall ensure that its housing efforts contribute to a sustainable community.

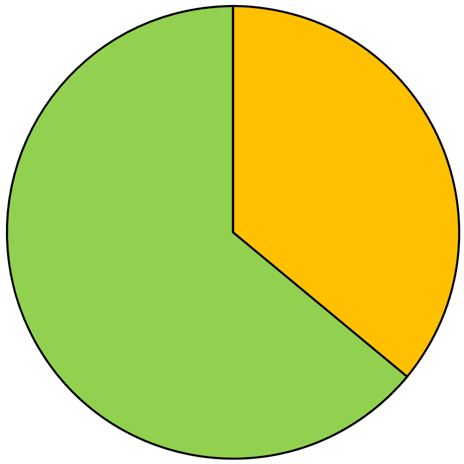
FUNDING SUMMARY

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 $59.1 million for all funds in FY 2018. The General Fund net tax support equals $37.8 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 2018 Expense Budget for Housing Programs



FY 2018 Housing Programs: Funding by Source



HOUSING MULTI-DEPARTMENTAL PROGRAMS - FY 2013 ADOPTED TO FY 2018 PROPOSED

PROGRAM	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2018 PROPOSED
HOUSING						
Multi-Family Development and Affordable Housing Investment Fund (AHIF)	9,480,623	12,480,623	12,955,716	12,456,017	13,719,786	13,719,786
Housing Grants Rental Assistance Program	8,640,216	8,000,000	7,913,507	8,913,507	9,677,755	9,153,755
Centralized Access System Homeless Prevention	250,000	200,000	200,000	200,000	200,000	200,000
Permanent Supportive Housing	1,676,020	2,064,870	2,064,870	2,064,870	2,064,870	2,064,870
Housing Choice Voucher Rental Assistance (Section 8 Program)	17,883,678	18,240,094	17,012,873	18,002,351	17,870,843	18,964,693
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veteran	4,550,000	5,150,000	4,850,000	4,870,200	4,250,000	4,400,000
Homeless Shelter Programs[1]	1,916,372	1,981,609	1,819,900	1,819,900	1,819,900	1,819,900
Homeless Subsidized Supportive Housing[1]	222,324	222,324	343,065	299,391	-	-
Transitional Housing Grants[1]	337,959	337,959	341,338	341,338	341,338	341,338
Comprehensive Homeless Services Center (Operating and Debt Service In FY 2014)	2,070,000	476,244	1,731,516	1,478,647	1,486,146	1,487,143
Assisted Living Residence (to Mary Marshall in FY 2012)	2,408,374	2,408,374	2,408,374	2,432,458	2,432,458	2,533,752
Single-Family Homeownership and Repair Programs [2]	267,571	268,114	242,027	242,711	382,338	-
Community Development Fund [3]	227,000	236,227	109,000	110,000	255,603	1,208,588
Housing Division Development, Planning, Finance and Operations [4]	2,210,061	2,219,068	2,351,114	2,330,875	2,328,465	3,157,094
Fair Housing	93,469	45,073	97,114	47,019	92,278	43,410
Total Program	**$ 52,233,667**	**$ 54,330,579**	**$54,440,414**	**$ 55,609,284**	**$ 56,921,780**	**$ 59,094,329**
Net Tax Support	**$ 33,674,427**	**$ 35,187,868**	**$36,522,104**	**$ 36,847,959**	**$ 38,253,921**	**$ 37,812,818**

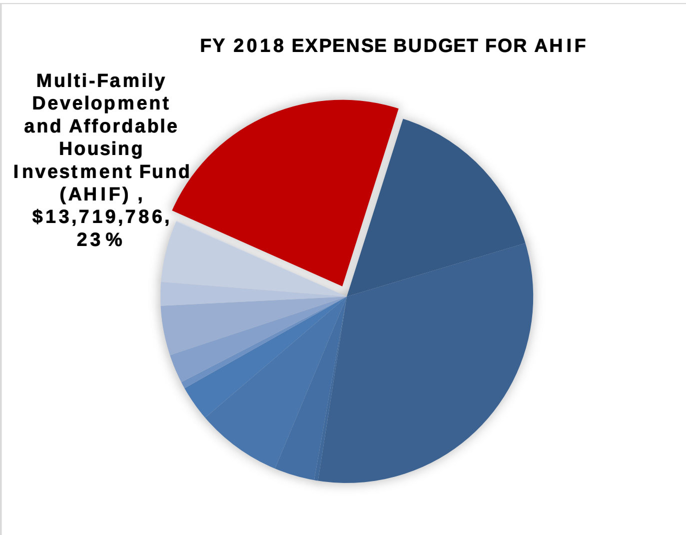
(1) Homeless Shelter Programs, Homeless Subsidized Supportive Housing, and Transitional Housing Grants are the components of Homeless Shelters/Transitional Housing.
(2) Single-family Homeownership and Repair Programs have been capitalized in prior years and therefore do not show County support in FY 2018 Proposed.
(3) The increase in Community Development Fund costs between FY17 and FY18 is a result of including additional housing-related programs from Fund 206 to this summary.
(4) FY 2018 Proposed reflects a recent reorganization of Housing Division staff. The increase in Housing Division costs between FY17 and FY18 is a result of including housing-related personnel from Fund 206 to this summary.

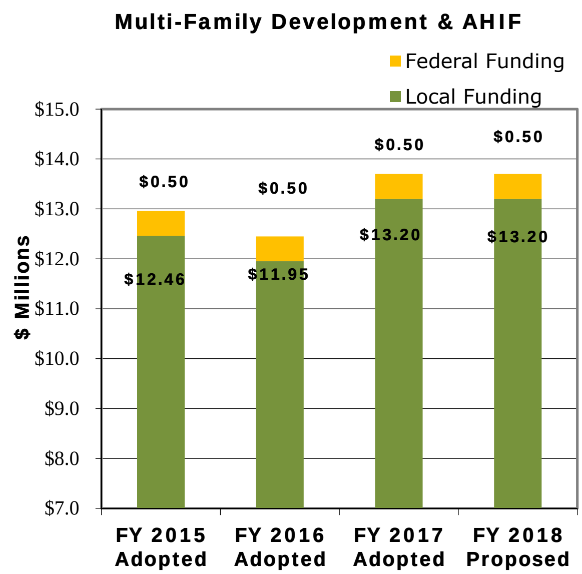
NOTE: (A) "Net Tax Support" is program expense less revenue; revenue is not shown but has been factored into the calculation
(B) The FY 2014 adopted budget numbers for (1) were adjusted to properly reflect the monies allocated to homeless shelter programs.
(C) The FY 2013 funding level for the Homeless Service Center is the full debt service for the purchase of the building, later years reflect just the debt portion for the homeless shelter.

Multifamily Development and Affordable Housing Investment Fund (AHIF) – $13,719,786

Program Description

The County's Multifamily Development program has helped create the majority of its 7,463 committed affordable units (CAFs). The Affordable Housing Investment Fund (AHIF) is the primary funding source for the County's multifamily development program and provides funding for new construction, acquisition, and/or rehabilitation projects to preserve and increase the supply of affordable housing.





The FY 2018 proposed funding reflects a base of $4.5 million, one-time funding from the FY 2016 closeout process of $7.0 million and an additional $2.2 million added by the County Manager. Developer contributions, loan repayments, and payoffs add to the balance of funding available for new projects beyond the $13.7 million in FY 2018. As shown in the table below, both developer contributions and loan repayments and payoffs have provided an average of $15 million annually between FY 2012 and FY 2016. While these repayments and contributions have been decreasing since FY 2014 due to rising interest rates and changing construction cycles in the County, loan repayments and developer contributions are still projected to provide approximately $8 million - $9 million above the annual appropriation by the County Board to AHIF in FY 2017 - FY 2018.

	FY 2012 Actuals (rounded)	FY 2013 Actuals (rounded)	FY 2014 Actuals (rounded)	FY 2015 Actuals (rounded)	FY 2016 Actuals (rounded)	Projected FY 2017	Projected FY 2018
Developer Contributions (in millions)	$3.0m	$0.75m	$9.6m	$5.7m	$5.5m	$4.2m	$4.6m
Loan Repayments & Payoffs* (in millions)	$7.4m	$21.2m	$16.0m	$6.7m	$3.6m	$4.1m	$4.6m

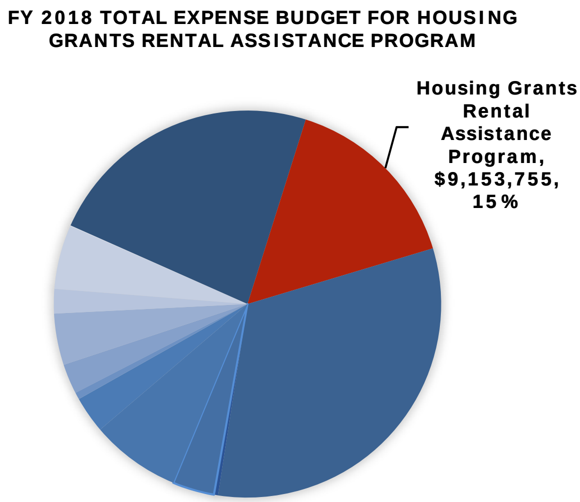
**Includes lump-sum payments and payoffs. The FY 2012 loan repayment actuals includes payoffs for Patrick Henry, Harvey Hall, South Ballston Place, Macedonia (AHIF loan), and Parc Rosslyn (AHIF loan). The FY 2013 actuals includes payoffs for Key Boulevard, Arlington Mill, Virginia Gardens, and Quebec Apartments. The FY 2014 actuals include payoffs for Colonial Village, Arna Valley, and loans in the RPJ portfolio.*

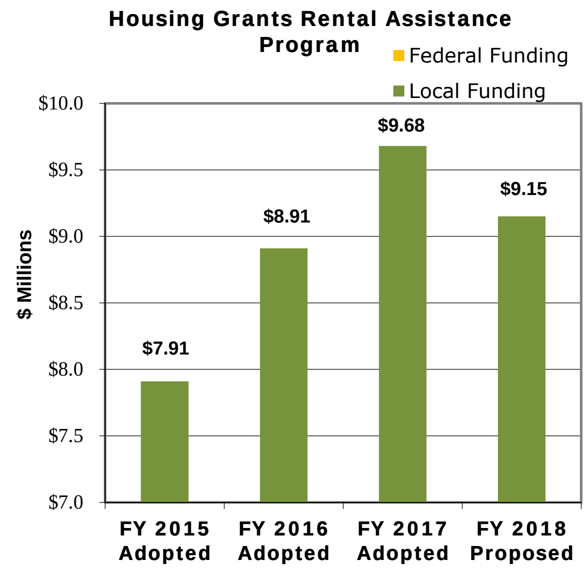
Housing Grants Rental Assistance Program – $9,153,755

Program Description

The Housing Grants Program provides rental assistance to low-income households so they can afford to live in Arlington. Recipients are residents who meet income requirements, and are limited to working families with minor children, people with disabilities, or residents age 65 or older, and those not helped by Housing Choice Voucher Rental Assistance (Section 8). Average annual income for families is $27,075, people with disabilities, $14,279, and residents age 65 or older, $14,638. In July 2016, there were 1,299 households receiving subsidies. As of December 2016, there were 1,249 households receiving subsidies, a four percent decrease in the first six months of FY 2017.

For the FY 2018 proposed budget, the Housing Grants program is funded with $7,553,755 in ongoing funding and $1,600,000 in one-time funding. This budget includes $1,000,000 in additional ongoing funding for housing grants, funded through a reallocation within DHS. Total funding for housing grants decreases $524,000 over FY 2017, but is funded at a level expected to meet demand for service.

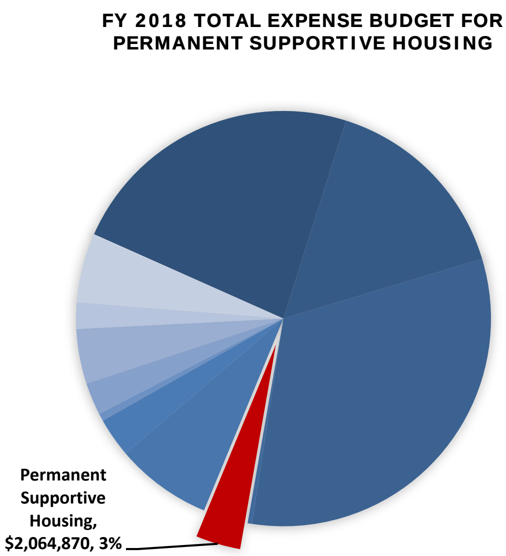


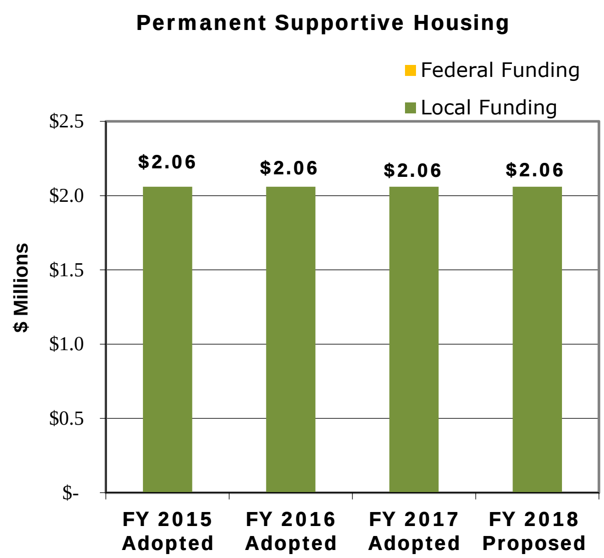


Permanent Supportive Housing – $2,064,870

Program Description

The Permanent Supportive Housing Program subsidizes the rents of low-income persons with disabilities and provides supportive services so that they can live independently in the community. Approximately 80 percent of persons served suffer from serious mental illness, many have co- occurring medical conditions (i.e. intellectual developmental disabilities, physical disabilities), and have transitioned from homelessness or from foster care. The permanent supportive housing model is a nationally-recognized best practice strategy for providing stable housing for persons with disabilities. The entire budget funds the housing costs while supportive services are provided by existing Department of Human Service's case managers and other staff. This program does not include funding to support group homes or independent living apartments.

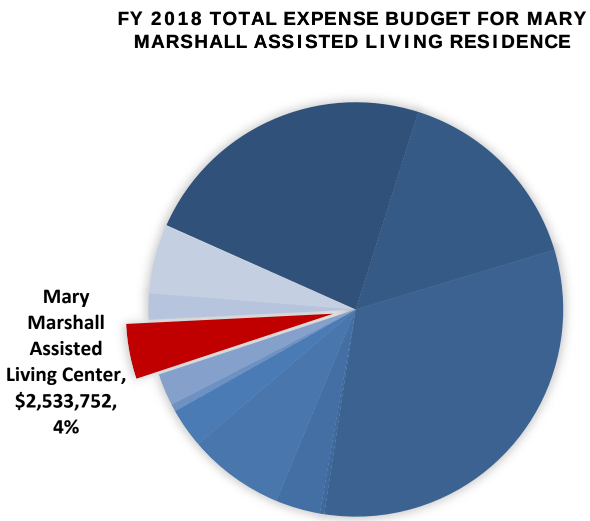


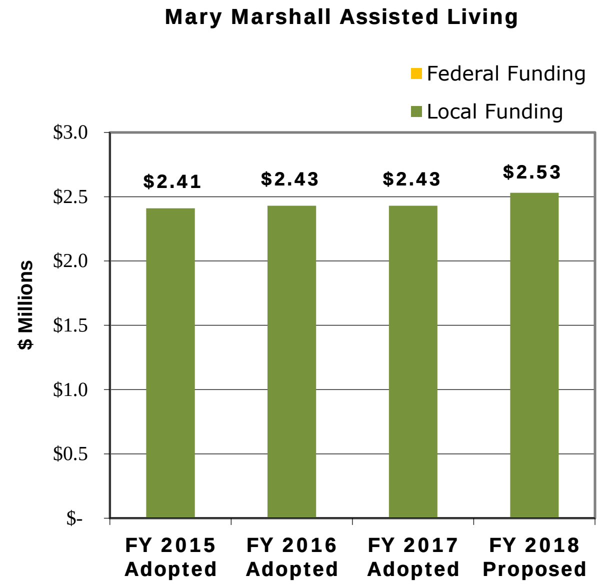


Mary Marshall Assisted Living Facility – $2,533,752

Program Description

The Mary Marshall Assisted Living Facility houses low-income seniors with serious mental illness or cognitive disabilities in a specialized assisted living facility. Opened in November 2011, this 52-bed facility provides best practice 24/7 assisted living nursing care, recreational activities, and mental health services. This is one of the few assisted living facilities in the country dedicated to serving this population.

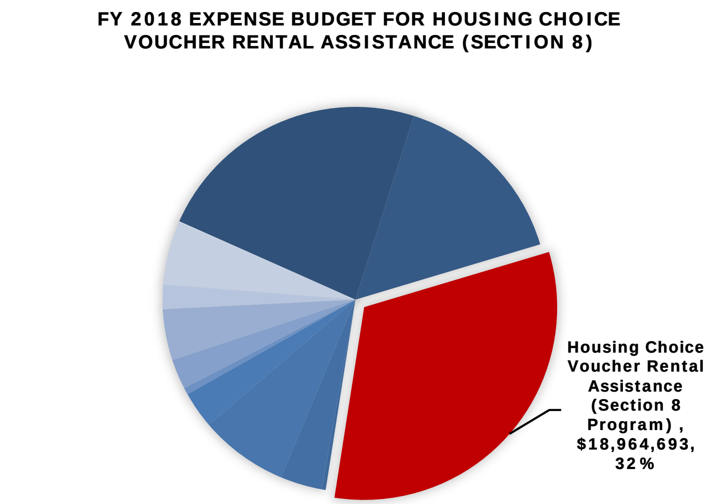


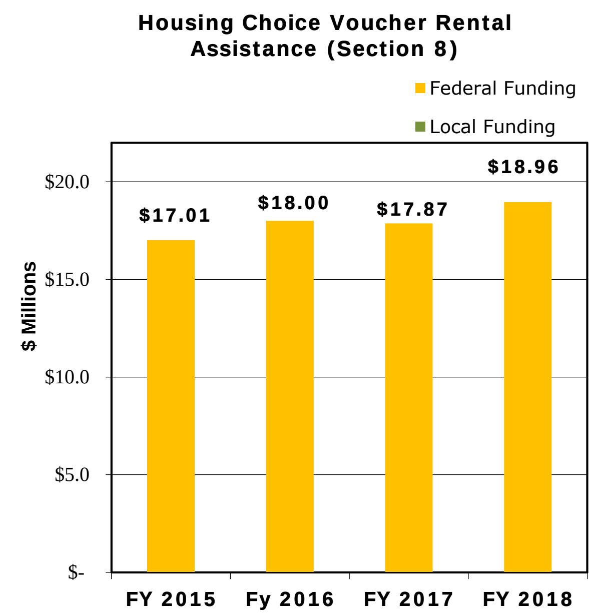


Housing Choice Voucher Rental Assistance (Section 8) - $18,964,693

Program Description

Housing Choice Voucher Rental Assistance is a federally-funded program that provides rental subsidies for low-income households so they can afford to live in Arlington. There were 1,396 households assisted in FY 2016.

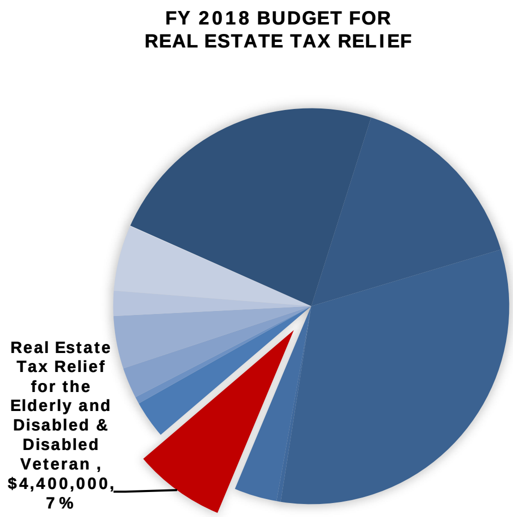


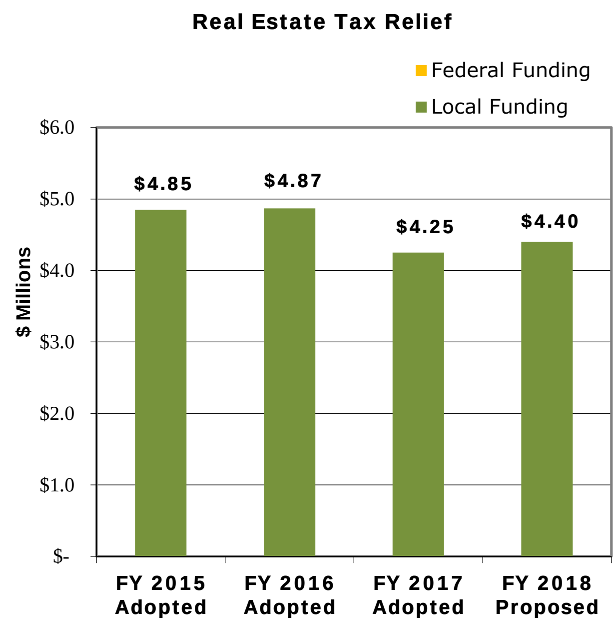


Real Estate Tax Relief for the Elderly and Disabled – $4,400,000

Program Description

The Real Estate Tax Relief for the Elderly and Disabled Program aims to reduce the real estate tax burden for low and moderate income homeowners age 65 or older, or the permanently disabled, to enable them to remain in their homes. In FY 2016, there were 932 households who qualified for exemptions or deferrals. The Proposed Budget does not include any specific recommendation on the Senior and Disabled Tax Relief program since the Real Estate Tax Relief Working Group is still studying the issue.





Homeless Shelters/Transitional Housing/Subsidized Supportive Housing – $2,161,238

Comprehensive Homeless Services Center – $1,487,143

Centralized Access System (CAS) Homeless Prevention – $200,000

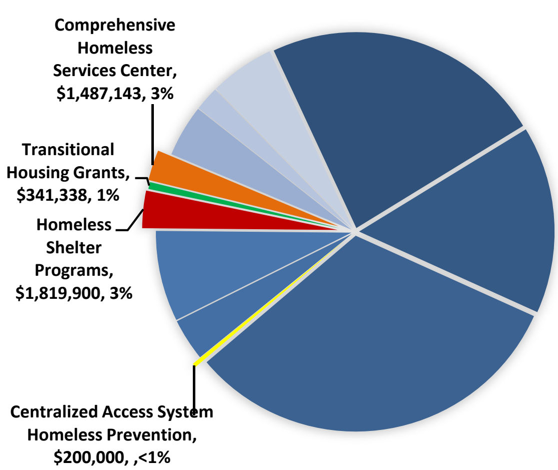
<u>Program Description – Homeless Shelters/Transitional Housing/Subsidized Supportive Housing</u>
Provides temporary and/or long-term housing to homeless individuals and families and provides a range of supportive services to facilitate the transition to permanent housing. Services are provided in partnership with nonprofit agencies, including Doorways for Women and Families, Arlington/Alexandria Coalition for the Homeless (AACH), Volunteers of America-Chesapeake (VOAC), and Borromeo Housing.

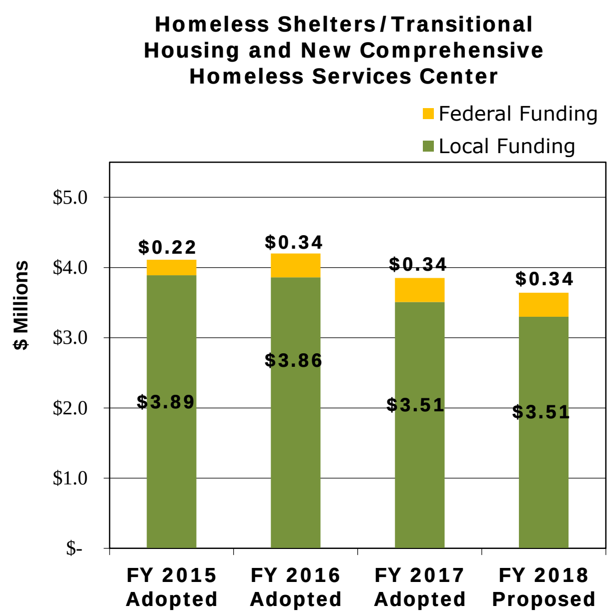
<u>Program Description – Comprehensive Homeless Services Center</u>
For FY 2018, the County Manager's base budget includes $1,487,143 in program operation funding to provide comprehensive services, aimed at supporting housing stability, at the new homeless services center. Services are provided in partnership with the Arlington Street People's Assistance Network (A-SPAN).

<u>Program Description – Centralized Access System Homeless Prevention</u>
The Centralized Access System Homeless Prevention is an industry best-practice that provides a single intake process for shelter and housing referrals to assist households who would otherwise become homeless. Funds are used for financial assistance and case management.

Case Management is provided by Arlington Street People's Assistance Network (A-SPAN) and Volunteers of America-Chesapeake (VOAC). (Local AHIF and CDBG dollars, as well as state funds, are also used for case management.)

FY 2018 TOTAL EXPENSE BUDGET FOR HOMELESS SHELTERS/TRANSITIONAL HOUSING AND NEW COMPREHENSIVE HOMELESS SERVICES CENTER



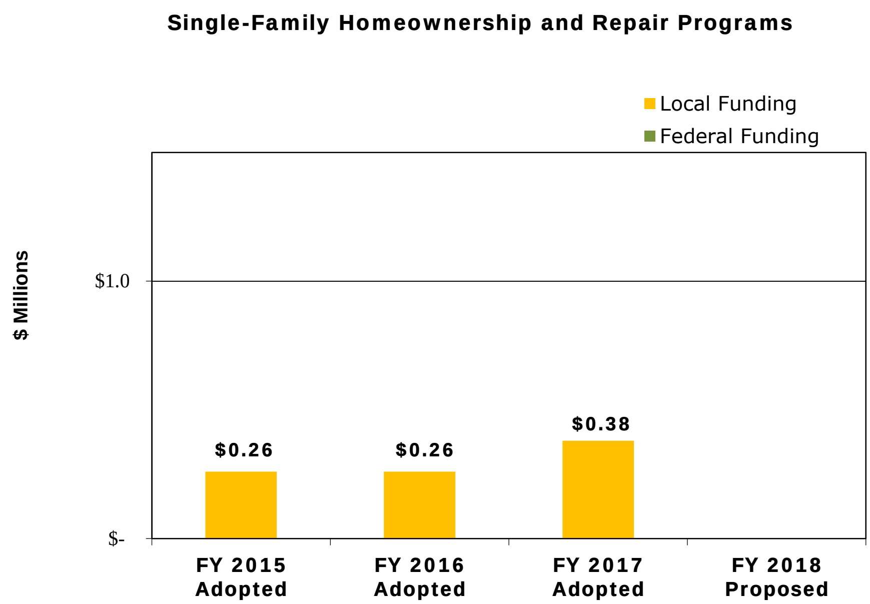


Single-family Homeownership and Repair Programs

Arlington County promotes homeownership for low and moderate income households by facilitating outreach and providing workshops to eligible prospective homebuyers. The County also provides down payment and closing cost assistance through its Moderate Income Purchase Assistance Program (MIPAP), which is a shared-appreciation loan program.

The County further supports homeownership through its Home-Improvement Program (HIP). This loan program helps low and moderate income homeowners make repairs to their homes to address health and safety concerns and reduce operating costs by improving the home's energy efficiency.

There is no funding proposed for FY 2018 because the MIPAP and HIP programs are currently supported through prior-year appropriations. The County has been able to leverage previously approved funds to provide continued support to these programs. County funding for nonprofit organizations that assist with homebuyer outreach are included in the Community Development Fund section.



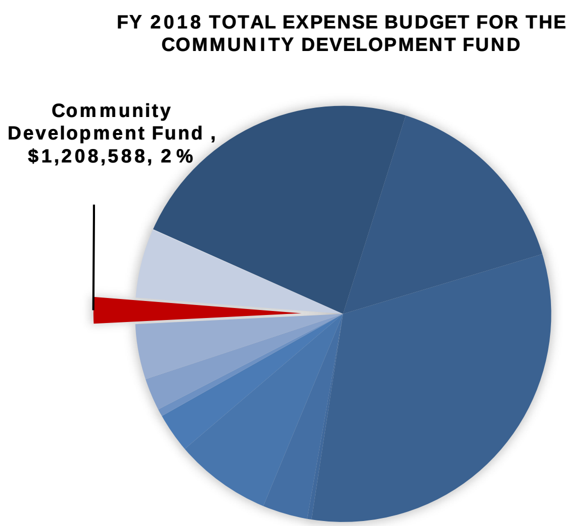
Community Development Fund – *$1,208,588

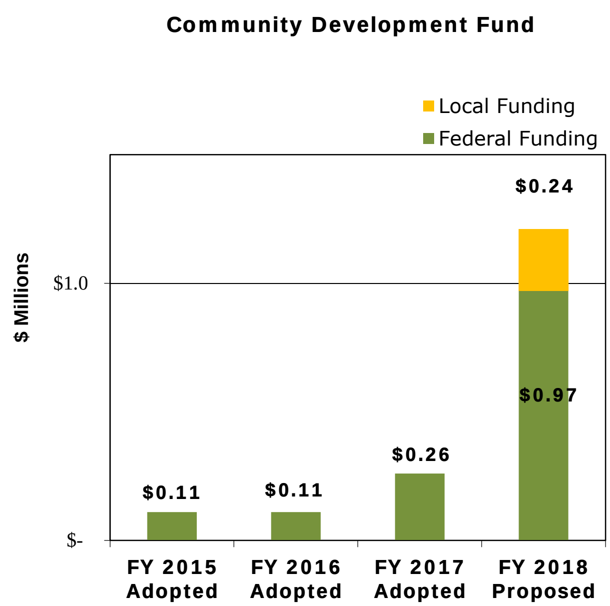
Program Description
The Community Development Fund is a competitive grant fund comprised of federal Community Development Block Grant (CDBG), federal and state Community Services Block Grant (CSBG), and local general funds, including Affordable Housing Investment Fund (AHIF) Housing Services funds. Through a cooperation agreement, the City of Falls Church receives a portion of the County's CDBG funds. Grants are awarded to nonprofit agencies meeting the goals of the County's FY 2016-2020 Consolidated Plan which are to:

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.

Eligible organizations are nonprofit 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 (microenterprise, small business assistance) are eligible for grants up to $100,000. The increase in funding from FY 2017 to FY 2108 is due to including housing-related program funds that have historically been included in the Community Development narrative. More detailed information on specific programs can be found in the Community Development Fund narrative.

The total does not include $200,000 for AHIF Housing Services Grants, which are captured in the AHIF budget. Also not included in the total above are $506,821 in federal funds used for grant-funded County personnel, which are captured in the Housing Division Development, Planning, Finance, and Operations budget.

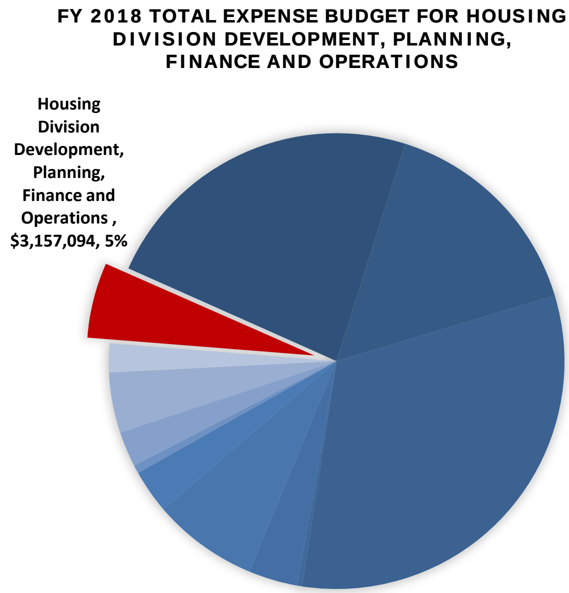


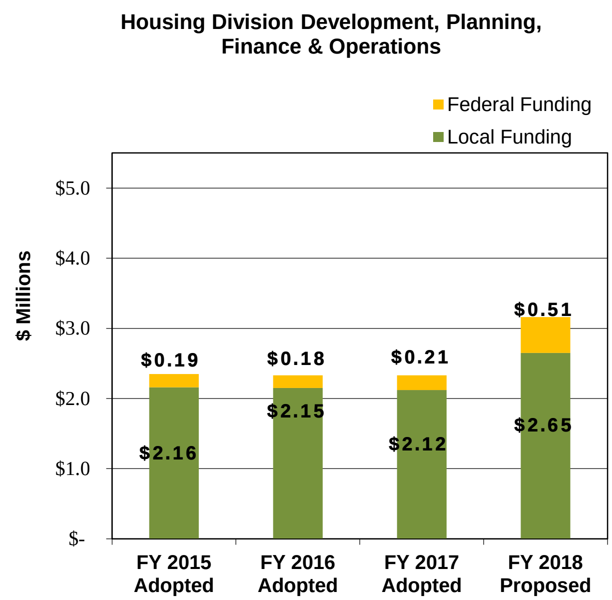


Housing Division Development, Planning, Finance, and Operations- $3,157,094

Program Description

The Housing Division provides overall leadership on the County's affordable housing planning and development efforts, asset management and compliance, as well as housing services and the community development program. Housing Planning and Community Development provides the information needed for the County to develop effective goals and strategies to address the community's housing needs. Housing Development works to achieve the County's affordable housing goals and targets by implementing projects that provide additional multifamily and single family committed affordable units. Housing Finance and Operations administers and manages funding sources for the County's housing programs, provides compliance and asset management functions, and identifies and develops additional financing and related resources as needed and available. More information may be found in the Housing Division's budget narrative

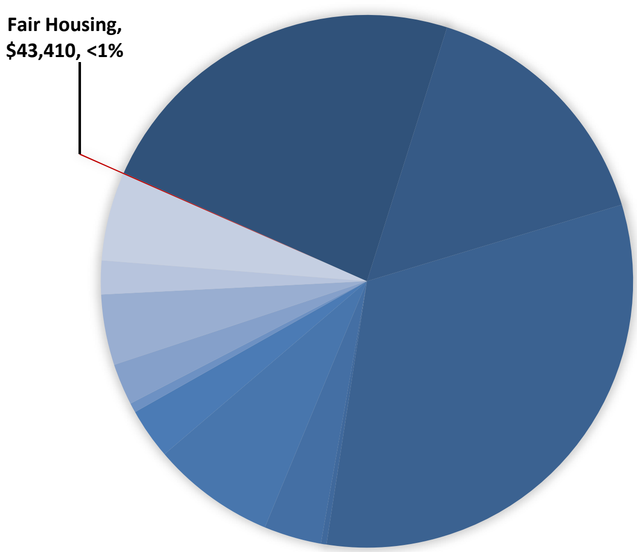




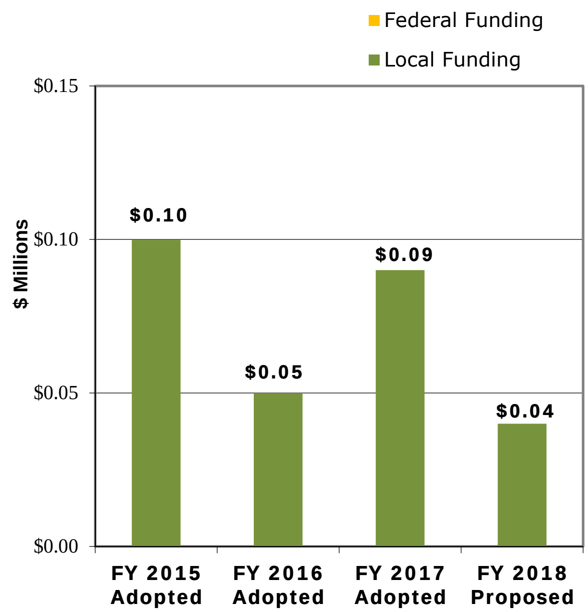
Fair Housing - $43,410

<u>Program Description</u>
The Human Rights Office in the County Manager's Office implements the fair housing program. The bi-annual Fair Housing Testing Program performs 100 tests to assess the equality in the treatment of a protected class when inquiring into the availability of a rental apartment. The testers consist of a protected class member and a control tester. Both have similar characteristics and profile, except for the membership in the protected class. Protected classes can be gender, sexual orientation, age, disability, national origin, race, color, familial status, and marital status.

FY 2018 EXPENSE BUDGET FOR FAIR HOUSING



Fair Housing



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REVENUES

OVERVIEW

Fiscal Year (FY) 2018 revenues reflect ongoing modest growth 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 slightly positive revenues. Northern Virginia's and Arlington's strong employment and solid real estate market are the foundation for steady incremental growth in the County's major revenue streams.

In the aggregate, Arlington's calendar year (CY) 2017 real estate assessments are up 3.0 percent over CY 2016 levels, reflecting strength in the residential and commercial properties, with continued growth from new construction. Excluding apartments, CY 2017 existing commercial assessments were up slightly (2.1 percent) compared to CY 2016, due to strength in the hotel market. An additional 1.0% of growth came from new construction. Apartment assessments grew 4.5 percent with 2.4 percent of that growth attributable to new construction.

The residential property assessment base increased 2.5 percent in the aggregate. Detached home and townhome assessments gained 3.0 percent, while condominiums saw slightly less growth at 0.9 percent. The average single-family home value in Arlington continued to increase — gaining 2.3 percent in 2017 — increasing from $603,500 in CY 2016 to $617,200 in CY 2017.

Meanwhile, other revenue streams are experiencing a variety of changes. Local taxes other than real estate are expected to increase – 4.3 percent in the aggregate. Local fees and fines are anticipated to remain flat in the aggregate while interest revenue is increasing to reflect recent and expected returns. Charges for services are expected to increase 4.1 percent. Revenue from the Commonwealth are flat in FY 2018. Funds from the federal government are increasing 5.0 percent primarily due to increases in social services grants.

General Fund Revenues

Excluding fund balance, General Fund revenues for FY 2018 are forecast to be $1,215,387,160, an increase of 3.6 percent over the FY 2017 adopted budget levels. This change reflects the increase in the assessment base, a one cent increase in the real estate tax rate, and growth in all other tax revenue combined. Total General Fund revenues including fund balance total $1,238,251,524.

Modest Gains in Local Tax Revenues

For the FY 2018 proposed budget, General Fund tax revenues are forecast to increase by 3.7 percent. This gain is driven primarily by overall real estate assessment increases of 3.0 percent and the proposed one cent increase in the tax rate to be dedicated to Metro.

Other taxes combined are forecast to increase 4.3 percent in FY 2018. Personal property tax (including business tangible tax) is expected to increase 3.0 percent overall. This tax stream is increasing in the business tangibles segment (up 2.5 percent) based on recent actual receipts. Vehicle personal property receipts are increasing 3.3 percent in FY 2018. Sales tax is up 4.5 percent and meals tax is up 3.6 percent reflecting recent actuals in FY 2017 while transient occupancy tax is up 1.8 percent reflecting current daily rates and occupancy rates as well as the anticipated opening of a new hotel. Business, Professional and Occupational License Tax (BPOL) is projected to increase eleven percent.

State and Federal Budget Adjustments

FY 2018 revenue from the Commonwealth is expected to be flat while federal government revenues increase 5.0 percent. State revenue could change as the General Assembly and Governor finalize the revised FY 2018 budget. Staff is tracking the budget actions and will recommend any appropriate adjustments in advance of the adopted budget.

The increase in federal funds is primarily driven by additional social service grant funds. Staff is monitoring any federal government actions that might impact the County's budget.

Real Estate Tax Rate Remains among the Lowest in Northern Virginia

The FY 2018 proposed budget reflects a CY 2017 real estate tax rate of $1.001, which includes the proposed base rate of $0.988 and the county-wide wide sanitary district rate of $0.013 for stormwater management. The proposed one cent increase in the base rate will be dedicated to Metro. In addition, the County Manager is recommending that the Board advertise an additional one cent increase that could be dedicated to schools.

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 and the proposed one cent tax rate increase, the average homeowner will pay $197 more in real estate taxes in CY 2017 than in CY 2016, an increase of 3.3 percent.

Revenue Sharing with Arlington Public Schools (APS)

The FY 2018 proposed transfer to APS is $478,285,656 in ongoing FY 2018 local tax revenues – a 3.0 percent increase over the FY 2017 adopted budget. These funds are generated from a 46.6% share of ongoing local tax revenues before the addition of one cent to the tax rate, which is dedicated to Metro.

The County Manager is also recommending that the Board advertise a one cent tax rate increase that could be dedicated to schools. The amount of funding needed by schools will need to be considered after the Superintendent releases his proposed budget in late February.

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 revenues are revised in the current year if the tax receipts indicate higher or lower year-end projected revenues. This revenue surplus or deficit is typically not recognized in the budget until the mid-year or third quarter review of the current fiscal year is completed.

Fiscal Outlook

Arlington continues to economically surpass much of the region and the nation. Arlington's unemployment rate remains the lowest in the Commonwealth. The County's per capita income remains among the highest in the state. Home prices continue on a positive trajectory, which help balance the commercial real estate sector's slower growth. Arlington is poised to begin FY 2018 with steady revenue streams, an overall positive real estate market, and low unemployment levels.

Economic Indicators

	CY 2014	CY 2015	CY 2016
Consumer Price Index (national CPI-U average)	1.6%	0.1%	1.2%
Employment Cost Index (private industry workers)	2.3%	1.9%	2.2%
Unemployment – US / Arlington (December)	6.2% / 3.2%	5.3% / 2.4%	4.7% / 2.5%
Mortgage Rate (annual average – 30 year fixed rate)	4.17% & 0.6 pts.	3.85% / 0.6 pts.	3.65% / 0.5 pts.
Federal Fund Rate (annualized)	0.09%	0.13%	0.39%
Retail Sales (based on 1% of Arlington tax revenue)	$3.95 billion	$3.95 billion	$4.02 billion (estimated)
Office Vacancy Rate – (including sublets)	20.8%	20.5%	20.2%
Tourism – Hotel Occupancy Rate	76%	77%	77%
Tourism – Average Hotel room rate	$151.55	$158.85	$162.03

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 real estate tax rate for calendar year (CY) 2017, which includes a proposed base rate of $0.988 plus a $0.013 stormwater tax, is one of the lowest in the Northern Virginia region. Charts comparing current (CY 2016) tax rates and tax bills for various Northern Virginia jurisdictions can be found later in this section.

FINANCIAL STANDING

Arlington is one of approximately 39 counties in the United States to be awarded a triple Aaa/AAA/AAA credit rating. In April 2016, 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.

TAX RATES, USER CHARGES, AND PERMIT FEE CHANGES FOR FY 2018

The following changes for FY 2018 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 2018 budget includes the following:

- The County Manager's FY 2018 proposed budget proposes a base real estate tax rate increase of one cent from $0.978 to $0.988 per $100 of assessment value. The revenue from this tax rate increase is dedicated to Metro.

- In the Department of Environmental Services (DES), the household solid waste rate increases from $307.28 to $314.16. The fee is charged per refuse unit and achieves the County's objective of 100 percent recovery of household refuse collection, disposal and recycling costs, leaf collection costs, and overtime costs associated with brush and metal collection.

- Also in the Department of Environmental Services (DES), there are proposed increases for some fees related to solid waste including replacement fee for damaged carts from $50 to $60, hauler permitting fee for collection vehicles from $75 to $150, and leaf and wood mulch delivery fees for half and full loads from $40 and $50 to $60 and $75.

- In the Police Department, the Patrol Camp fee is proposed to increase from $65 per week to $95 per week to be consistent with other camp programs that recover 85% of their costs. The Second Hand License fee increases from $10 annually to $200 to cover expenses and be in line with region.

- In the Fire Department, permit fees are being consolidated for consistency, transparency, and clarity.

- In the Department of Human Services, there are proposed increases to some Behavioral Health fees to align them with the state's new reimbursement structure. Fees are on a sliding scale based on income.

- In the Department of Parks and Recreation (DPR), fee changes and new fees are expected to generate $149,399 in additional revenue in FY 2018. New fees include activities and rentals offered for the first time in FY 2018 including a range of fees for 55+ card classes, Fort C.F. Smith Spy Camp, HERicanes Camp, a Kiln Firing fee, Turtle Trot fees, Passes for Studio Art, a fall season for adult ball hockey, the Gunston Community Soccer League, and a 55+ Education Theater class. Additional fee changes are designed to more accurately reflect the actual cost of activities and create consistency including fees for aquatics and gymnastics teams, preschool fees, Elementary After School, several camp programs, youth track and adult soccer clinic sport leagues, the 55+ encore Chorale class, skate night fees, nad the non-resident surcharge for private tennis and private swim lessons. Additionally, the fee range for various classes, studios, workshops senior center activities, bird trips, and park program special events has been adjusted to accommodate different offering lengths, instructional content and supply costs.

Stormwater Fund

- Maintain the sanitary district tax for stormwater at $0.013 per $100 of assessed value to manage and improve the County's stormwater system.

Utilities Fund

- The water/sewer rate increases $0.35 per thousand gallons to $13.62 per thousand gallons. This corresponds to an estimated annual increase of $24.50 per household annually assuming 70,000 gallons of water consumption.

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

- Fund the Crystal City, Potomac Yard, and Pentagon City TIF area using CY 2011 district assessments as the base year for valuation. The FY 2018 budget proposes decreasing the increment dedicated to the TIF from 33 percent to 30 percent; this change has no impact on projects planned or timing of implementation due to higher than expected revenue from assessment growth. Therefore, funding in FY 2018 is 30 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 2018 revenue for the TIF is projected to be $6,304,880.

Columbia Pike Tax Increment Financing (TIF) Fund

- Fund the Columbia Pike TIF area, established by the County Board in December 2013, using CY 2014 district assessments as the base year for valuation. Funding in FY 2018 is 25 percent of the projected tax revenue generated from the incremental assessment growth forecast for CY 2017 in the defined Columbia Pike area. Total FY 2018 revenue for the TIF is projected to be $881,550.

Transportation Capital Fund (formerly the Transportation Investment Fund)

- Maintain the tax rate for Transportation Capital Fund at $0.125 for each $100 of real estate assessment 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 2018 real estate tax revenue for the Transportation Capital Fund is projected to be $26.4 million in addition to $11.9 million of NVTA local share funding.

Special Assessment District Funds

- The Ballston Business Improvement Service District CY 2017 tax rate remains $0.045 for each $100 of real estate assessment value, no change from the CY 2016 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 Crystal City Business Improvement Service District CY 2017 tax rate remains at $0.043 for each $100 of real estate assessment value, no change from the CY 2016 rate. This tax is imposed to fund additional services in the downtown Crystal City area. This service district tax rate is in addition to the real estate tax rate.

- The Rosslyn Business Improvement Service District CY 2017 tax rate is remains at $0.078 for each $100 of real estate assessment value, no change from CY 2016 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

- A new $60 Accessory Homestay home occupation permit is proposed to cover the administrative costs associated with zoning review and enforcement of the new regulation.

GENERAL FUND REVENUE SUMMARY

The FY 2018 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 are projected to total $1.24 billion, an increase of $40.5 million (3.4 percent) over the adopted FY 2017 budget. Net of fund balance, General Fund revenues are projected to total $1.22 billion, an increase of $41.7 million (3.6 percent).

- Local tax revenues are projected to total $1,033,772,410, an increase of $36.8 million (3.7 percent) over the FY 2017 adopted budget.
  - Local taxes represent 85 percent of total General Fund revenue.
  - Real estate assessments are up 3.0 percent over last year.
  - The proposed base real estate tax rate has been increased by one cent to $0.988 per $100 of assessment value.

- License, Permits, and Fee revenue are projected to total $10.8 million, a 5.4 percent increase over FY 2017 adopted budget levels. This increase is due primarily to increasing Fire System Testing Fee revenue, increased right-of-way revenue, and additional revenue generated by the increased Fire permit fees.

- Fines and parking tickets are estimated to generate $7.1 million, a 14.1 percent decrease, primarily due to a decrease in parking tickets as well as decreases in photo red light fine revenue.

- Interest income is forecast at $7.4 million, a $5 million increase from FY 2017 to better reflect actual FY 2016 revenue and anticipated returns in FY 2018.

- Charges for services revenue is projected to increase by $2.3 million or 4.1 percent. This is primarily due to increased parking meter revenue, refuse/recycling revenue based on cost recovery, the increase in reimbursements from the City of Falls Church for services provided, and adjustments in various Park and Recreation programs.

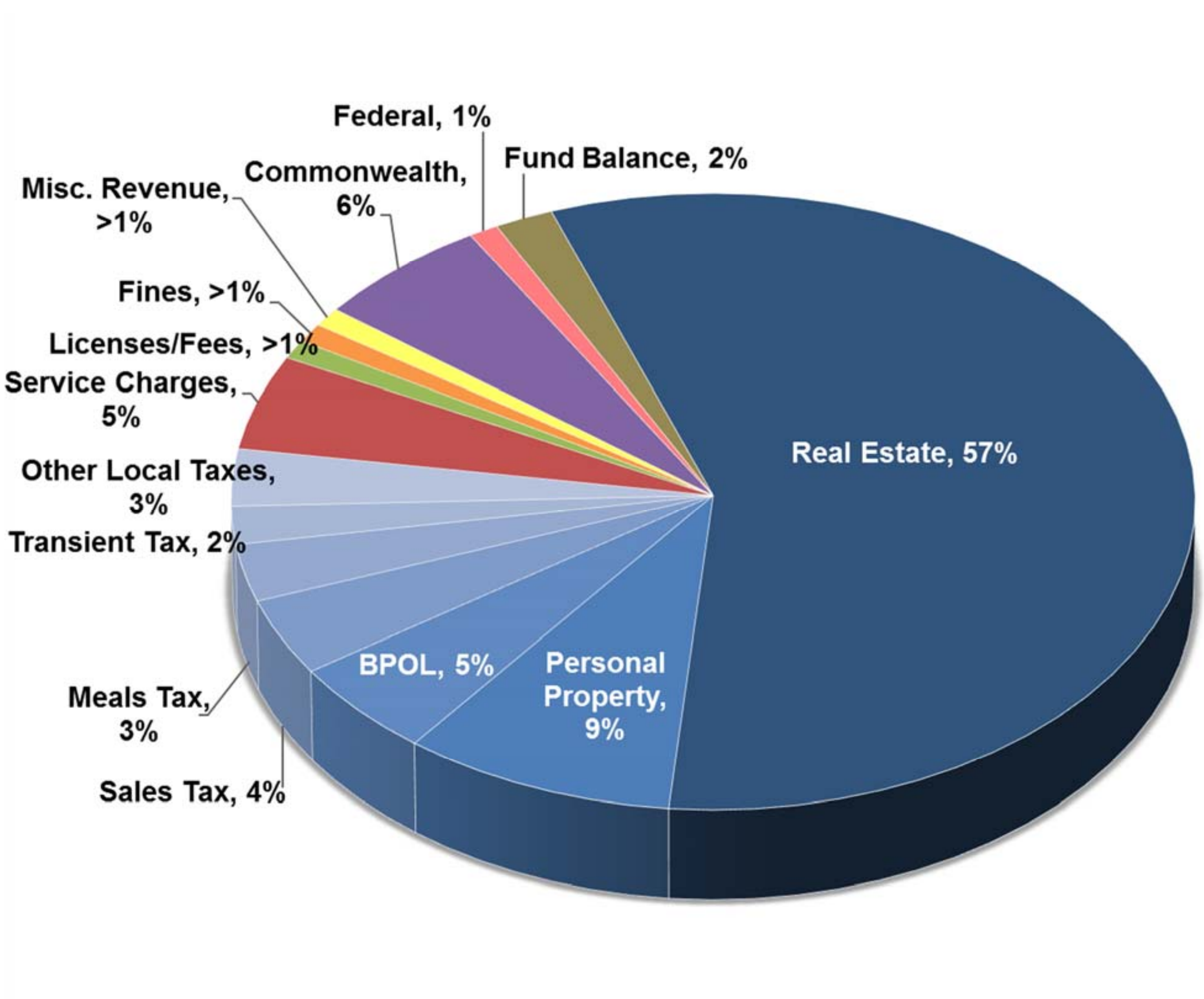
- State revenue is estimated to total $73.1 million, a 0.4 percent increase from the FY 2017 adopted budget.

- Federal Government revenue is forecast to total $15.2 million, a 5.0 percent increase. This is primarily driven increases in the allocations for federally-funded social service programs.

- Previous year fund balance carryover totals $22.9 million funded by a combination of additional revenue and/or expense savings identified from previous fiscal years.

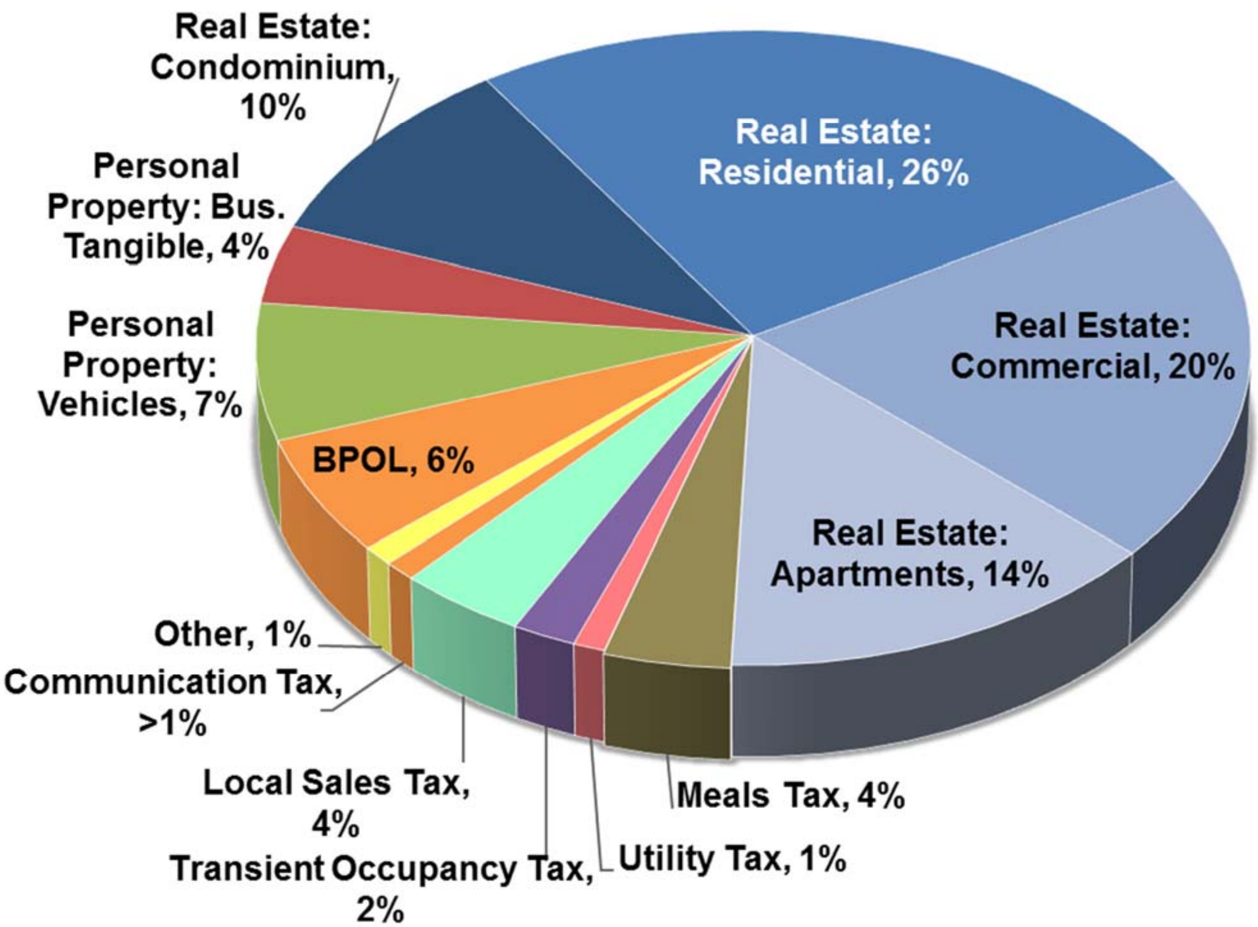
The pie chart on the next page illustrates the major sources of General Fund revenues.

FY 2018 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 2018 revenue projections follow.

FY 2018 Local Taxes



REAL ESTATE TAX

Real estate taxes are the largest source of County revenues, generating $710.5 million or 57 percent of all revenues for the FY 2018 General Fund budget and 69 percent of all local tax revenues. Fiscal Year 2018 General Fund revenues reflect the real estate tax rate of $0.988 for each $100 of assessed real property value, a one tax rate increase that is dedicated to funding the County's contribution to Metro.

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.

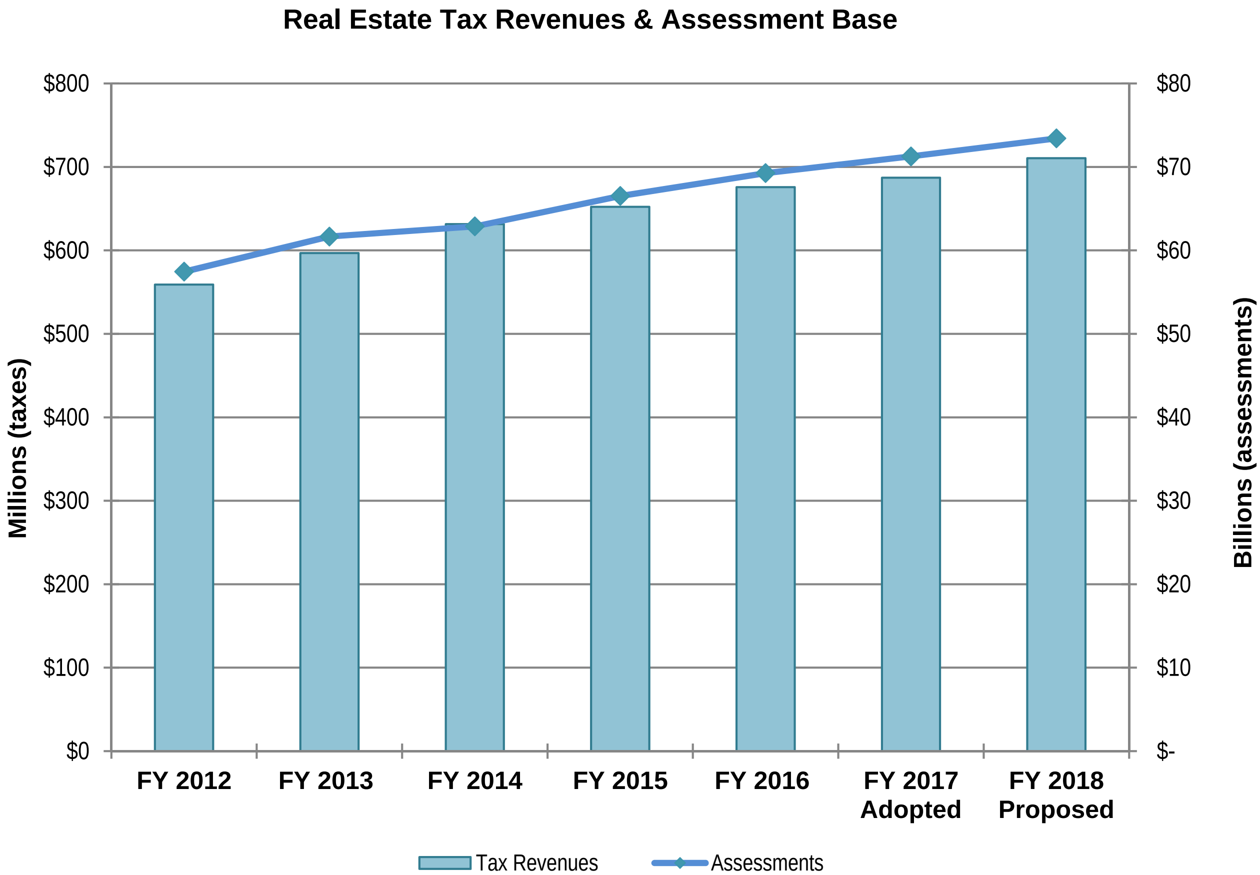
CY 2017 assessments showed modest growth of 3.0% over CY 2016 – sustained in a stable residential market, growth in the hotel sector, and modest new construction growth commercial properties. New construction in the County contributed to 0.8% of the overall property tax growth.

The combined value of commercial and apartment assessments increased 3.6 percent. Apartment buildings showed growth of 4.5 percent, which included a 2.4 percent increase from new construction. Commercial properties increased 3.0 percent with growth due primarily to hotel property assessment increases driven by increased hotel occupancy and rates as well as the recent sale of several hotel properties. Office property assessments remained flat with 0.6% growth due to new construction while general commercial property (i.e., malls, neighborhood shopping centers, retail shops, and restaurants) values grew by 5.0%.

Single-family residential assessments increased 2.5 percent in the aggregate. Including new construction, single-family houses (including townhomes) increased 3.0 percent, while condominium assessment totals increased by 0.9 percent in CY 2017. The average value of a single-family property increased by 2.3 percent: from $603,500 in CY 2016 to $617,200 in CY 2017. At the proposed real estate tax rate of $1.001, which includes the $0.013 cent sanitary district "stormwater" tax, the average single-family residential tax bill will increase by about $197, or 3.3 percent, in CY 2017.

CHANGE IN ASSESSED VALUE OF REAL ESTATE IN ARLINGTON COUNTY
Calendar Year 2016 to Calendar Year 2017
(In millions, numbers may not add due to rounding)

	Single-Family				
	Houses	Condominium	Apartment	Commercial	Total
Percentage of CY 2016 Tax Base	37%	14%	20%	29%	100%
CY 2016 Tax Base	$26,592	$9,880	$14,465	$20,338	$71,275
Assessed Value Change	$776	$87	$295	$422	$1,579
CY 2017 Tax Base (Excluding New Growth)	$27,368	$9,966	$14,760	$20,759	$72,854
Percent Change	2.9%	0.9%	2.0%	2.1%	2.2%
New Construction	$35	-	$349	$193	$577
Percent Change	0.1%	0.0%	2.4%	1.0%	0.8%
CY 2017 With New Construction	$27,403	$9,966	$15,109	$20,952	$73,431
Percent Change CY 2016 to CY 2017	3.0%	0.9%	4.5%	3.0%	3.0%



The following table shows the projected General Fund revenue generated by the real estate tax rate of $0.988 per $100 of assessed value (excluding the $0.013 rate for the stormwater fund) in FY 2018. The FY 2018 real estate tax revenues account for $10.3 million in anticipated tax refunds (reflecting 1.4% of total real estate taxes in line with the trend of actuals) and $0.8 million in penalty and interest revenue. The $720.0 million in real estate tax revenue is net of $4.4 million in tax relief for qualified elderly and disabled taxpayers, $0.4 million in tax relief for disabled veterans (state exemption effective January 1, 2011), $6.3 million set aside for the Crystal City Tax Increment Financing (TIF) fund, and $0.9 million set aside for the Columbia Pike TIF fund. 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Real Estate Taxes	$684,254,232	$694,406,555	$719,987,190	4%
Additions, Delinquent Penalty & Interest	609,297	765,000	765,000	-
Tax Refunds	(9,145,654)	(8,000,000)	(10,300,000)	29%
Total	$675,717,875	$687,171,555	$710,452,190	3%

FY 2017 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 2015		$69,269,138,400					
Net Change in Assessments	2.9%	2,006,024,900					
County Property as of April 2016		71,275,163,300	$0.978	$697,071,097	99.6%	$694,282,813	
PSC Property in Tax Year 2015		$154,090,753					
PSC Estimated Net Change in Assessments	5.7%	8,832,647					
PSC Property in Tax Year 2016		$162,923,400	$0.978	$1,593,391	100.0%	$1,593,391	
Total Taxable Base, Fall 2016		$71,438,086,700				$695,876,204	
Taxes Due October 5, 2016							**$347,938,100**
Less Tax Relief for Elderly and Disabled							**(2,125,000)**
Less Tax Relief for Disabled Veterans							**(185,100)**
Less Tax Increment for Crystal City TIF							**(2,325,660)**
Less Tax Increment for Columbia Pike TIF							**(225,550)**
ESTIMATED REVENUE FOR FY 2017 - FALL 2016							**$343,076,790**
County Property as of April 2016		$71,275,163,300					
Net Change in Assessments	3.0%	2,155,651,200					
County Property as of January 1, 2017		73,430,814,500	$0.988	$725,496,450	99.6%	$722,594,460	
PSC Property in Tax Year 2017 (prior to Fall 2017 adjustment)		$162,923,400	$0.988	$1,609,683	100.0%	$1,609,683	
Total Taxable Base, Spring 2017		$73,593,737,900				$724,204,143	
Taxes Due June 15, 2017							**$362,102,070**
Less Tax Relief for Elderly and Disabled							**(2,125,000)**
Less Tax Relief for Disabled Veterans							**(185,100)**
Less Tax Increment for Crystal City TIF							**(3,022,940)**
Less Tax Increment for Columbia Pike TIF							**(367,690)**
ESTIMATED REVENUE FOR FY 2016 - SPRING 2017							**$356,401,340**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2017							**$699,478,130**

* The tax rate is per $100 of assessed value.
* The tax rate excludes $0.013 stormwater tax, $0.125 commercial transportation tax, and tax rates for other special assessment districts.

FY 2018 PROPOSED - 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 as of CY 2016 Land Book		$71,275,163,300					
Net Change in Assessments	3.0%	$2,155,651,200					
County Property as of January 1, 2017		$73,430,814,500	$0.988	$725,496,450	99.6%	$722,594,460	
PSC Property in Tax Year 2016		$154,090,753					
PSC Estimated Net Change in Assessments	5.7%	$8,832,647					
PSC Property in Tax Year 2017		$162,923,400	$0.988	$1,609,680	100%	$1,609,680	
Total Taxable Base, Fall 2017		$73,593,737,900				$724,204,140	
Taxes Due October 5, 2017							**$362,102,070**
Less Tax Relief for Elderly and Disabled							**(2,200,000)**
Less Tax Relief for Disabled Veterans							**(185,100)**
Less Tax Increment for Crystal City TIF							**(3,022,940)**
Less Tax Increment for Columbia Pike TIF							**(367,690)**
ESTIMATED REVENUE FOR FY 2018 - FALL 2017							**$356,326,340**
County Property as of January 1, 2017		$73,430,814,500					
Net Change in Assessments	2.1%	$1,573,028,836					
County Property as of January 1, 2018		$75,003,843,336	$0.988	$741,037,970	99.6%	$738,073,820	
PSC Property in Tax Year 2017 (prior to Fall 2016 adjustment)		$162,923,400	$0.988	$1,609,680	100%	$1,609,680	
Total Taxable Base, Spring 2018		$75,166,766,736				$739,683,500	
Taxes Due June 15, 2018							**$369,841,750**
Less Tax Relief for Elderly and Disabled							**(2,200,000)**
Less Tax Relief for Disabled Veterans							**(185,100)**
Less Tax Increment for Crystal City TIF							**(3,281,940)**
Less Tax Increment for Columbia Pike TIF							**(513,860)**
ESTIMATED REVENUE FOR FY 2018 - SPRING 2018							**$363,660,850**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2018							**$719,987,190**

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

* Tax rate excludes the $0.013 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 9.5 percent of the General Fund revenues in FY 2018.

It is anticipated that the County's personal property tax revenues will increase 3.0 percent in FY 2018, from $112.1 million to $115.5 million. This reflects an increase in both business tangible property tax and motor vehicle property tax, both reflecting trends in actuals.

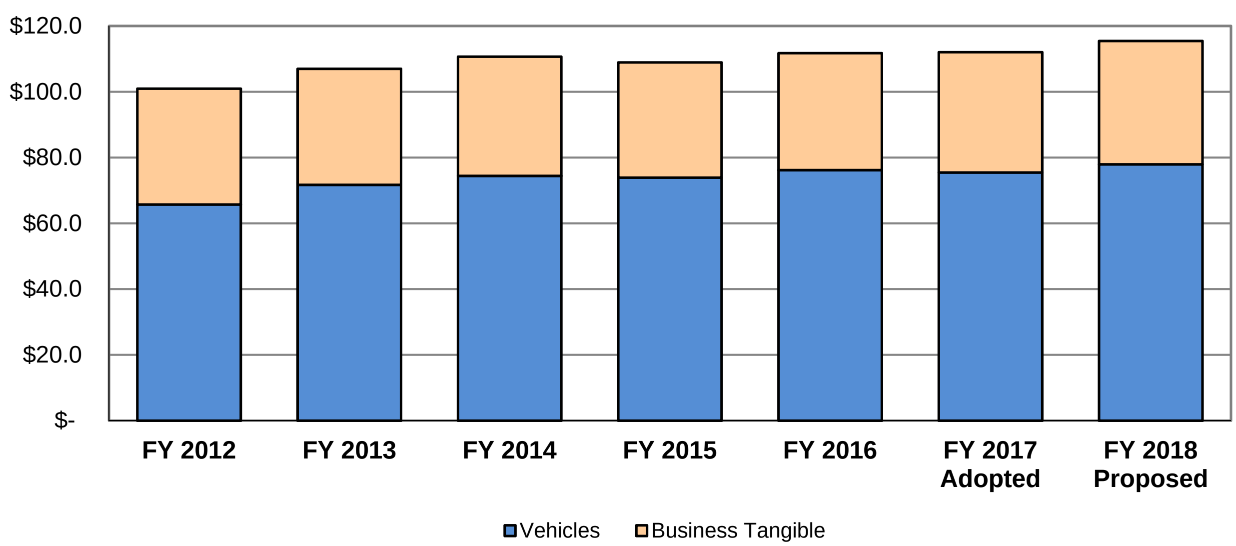
FY 2018 motor vehicle personal property tax revenue is projected to increase 3.3 percent over FY 2017 adopted amounts. The County bases its vehicle assessments on the National Automobile Dealer's Association's (NADA) assessment figures from January. However, the precise value of the assessment base is not known until July when the Commissioner of Revenue completes its primary assessment of vehicles on the tax rolls. Meanwhile, business tangible tax assessments are expected to increase 2.5 percent in FY 2017.

The personal property tax rate remains unchanged for FY 2018. 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.

Personal Property and Business Tangible Assessments

The assessed value of personal property in the County (excluding Public Service Corporations) for CY 2016 totaled approximately $2.2 billion. Fiscal Year 2018 personal property tax revenue is projected to increase 3.0 percent over the FY 2017 adopted levels.

Personal Property Tax Revenue



Vehicle Assessment

Vehicles in Arlington County are assessed using the average loan value from the NADA Used Car Guide, whereas other neighboring jurisdictions (except for Loudoun County) use the average trade-in value. Because the average loan value is 10 percent less than the average trade-in value, Arlington's effective personal property tax rate is 4.5 percent. This effective tax rate is among the lowest in the Northern Virginia region. 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 CY 2017 estimated average assessed value (average loan value) of vehicles in the County is estimated to be approximately $9,682, up two percent from $9,493 last year. The table below shows the ten-year history for average assessed value, tax rate, and average total tax per vehicle.

PERSONAL PROPERTY TAX PAID FOR AVERAGE CAR VALUE*

Calendar Year	Average Assessed Value	Tax Rate	Total Tax
2008	$7,905	$5.00	$395
2009	$7,218	$5.00	$361
2010	$7,264	$5.00	$363
2011	$7,735	$5.00	$387
2012	$8,421	$5.00	$421
2013	$8,842	$5.00	$442
2014	$9,284	$5.00	$464
2015	$9,399	$5.00	$470
2016	$9,493	$5.00	$475
2017 (projected)	$9,682	$5.00	$484

*Does not reflect the State's rebates per the Personal Property Tax Relief Act (prior to CY 2006) or the State's fixed block grant distribution (after CY 2006). The tax rate is per $100 of assessed value.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personal Property Taxes	$112,575,963	$112,252,147	$115,652,147	3%
Penalty & Interest	1,737,203	1,700,000	1,700,000	-
Tax Refunds - Personal Property	(2,544,675)	(1,900,000)	(1,900,000)	-
Total	$111,768,491	$112,052,147	$115,452,147	3%

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 2017, 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 2017 subsidy on the portion of conventional fuel value between $3,001 and $20,000 will not be known until July 2017, 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 $3,000 and $20,000. It is estimated that the average clean fuel vehicle in the County will have an assessed value of roughly $11,500 in CY 2017. Thus, under the adopted tax relief formula, the owner of an average clean fuel vehicle would have a tax bill of $213. This CY 2017 bill is roughly $94 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 2018 proposed budget provides that the owners of qualifying vehicles will receive 50 percent tax relief on the portion of vehicle value between $3,000 and $20,000. It is estimated that there are less than 50 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 tax payer 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 2018, based on preliminary estimates.

CY 2017 State Block Grant Distribution (Based on Current Projections)

		Conventional Vehicles			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 28%.			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%.		
VEHICLE ASSESSMENT	**TOTAL TAX**	**PORTION PAID BY STATE**	**PORTION PAID BY TAXPAYER**	**% OF TAX BILL PAID BY TAXPAYER**	**PORTION PAID BY STATE**	**PORTION PAID BY TAXPAYER**	**% OF TAX BILL PAID BY TAXPAYER**
$1,000	$50	$50	$0	0%	$50	$0	0%
$2,000	$100	$100	$0	0%	$100	$0	0%
$3,000	$150	$150	$0	0%	$150	$0	0%
$4,000	$200	$164	$36	18%	$175	$25	13%
$5,000	$250	$178	$72	29%	$200	$50	20%
$6,000	$300	$192	$108	36%	$225	$75	25%
$7,000	$350	$206	$144	41%	$250	$100	29%
$8,000	$400	$220	$180	45%	$275	$125	31%
$9,000	$450	$234	$216	48%	$300	$150	33%
$10,000	$500	$248	$252	50%	$325	$175	35%
$11,000	$550	$262	$288	52%	$350	$200	36%
$12,000	$600	$276	$324	54%	$375	$225	38%
$13,000	$650	$290	$360	55%	$400	$250	38%
$14,000	$700	$304	$396	57%	$425	$275	39%
$15,000	$750	$318	$432	58%	$450	$300	40%
$16,000	$800	$332	$468	59%	$475	$325	41%
$17,000	$850	$346	$504	59%	$500	$350	41%
$18,000	$900	$360	$540	60%	$525	$375	42%
$19,000	$950	$374	$576	61%	$550	$400	42%
$20,000	$1,000	$388	$612	61%	$575	$425	43%
$21,000	$1,050	$388	$662	63%	$575	$475	45%

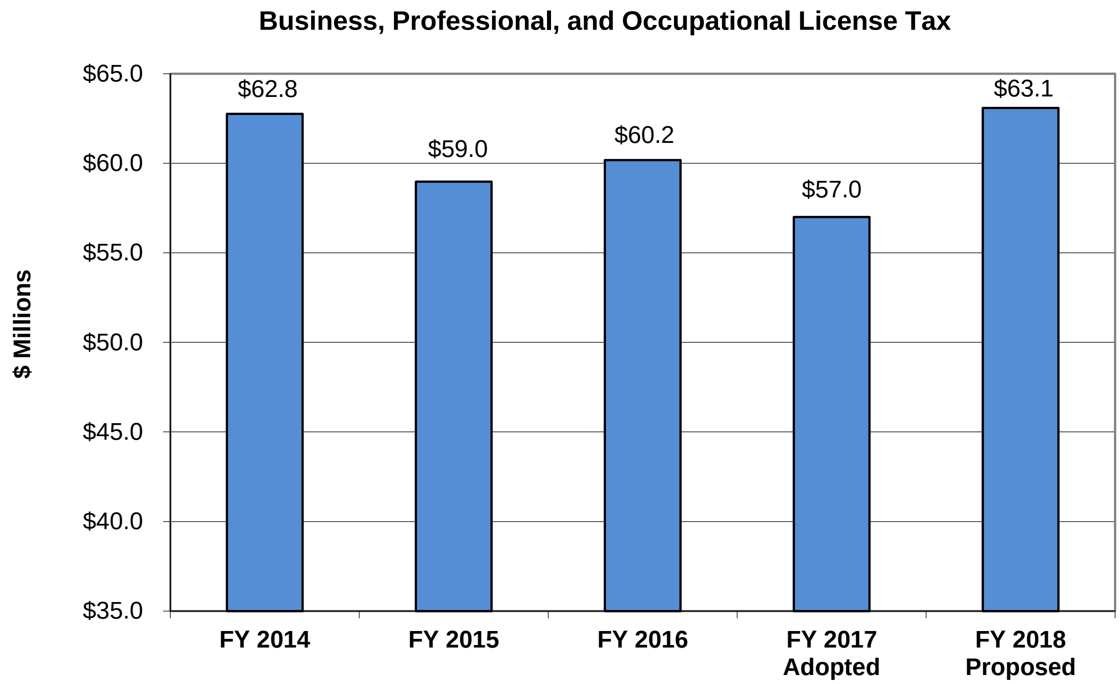
BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE (BPOL) TAX

(State Code Section §58.1-3700, et al / County Code Section §11-57 thru §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 changed from January 31 to 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 2018 budget, BPOL revenues are anticipated to increase based on three factors. First, the $3 million reduction taken in FY 2016 in anticipation of how a revised deduction methodology might impact revenue was not realized; this $3 million has been restored to the budget. An additional $0.2 million is anticipated as a result of the addition of a Business Tax Auditor position in the Commissioner of Revenue's office. The remaining $2.6 million (4.2 percent) increase is due to anticipated growth in revenue based on recent actuals.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
BPOL Taxes	$62,049,916	$59,500,000	$65,318,073	10%
Penalty & Interest	440,369	520,000	520,000	-
Tax Refunds - BPOL	(2,308,899)	(3,000,000)	(2,750,000)	-8%
Total	$60,181,386	$57,020,000	$63,088,073	11%



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 currently 2.5 percent, of which one percent is remitted to localities. 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. Fiscal year 2018 local sales tax revenue is anticipated to increase four percent compared to the FY 2017 adopted budget, reflecting trends in actuals.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Sales Tax	$39,683,462	$40,200,000	$42,000,000	4%

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 2018 TOT projections reflect occupancy rates and room rates as well as the anticipated opening of a new hotel. Fiscal year 2018 revenues are projected to increase two percent.

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 2016. The revenue from this increment of TOT is deposited into a separate Travel and Tourism Fund; thus, there is no General Fund impact.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Transient Occupancy Tax	$24,106,373	$25,000,000	$25,450,000	2%

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 2018, meals tax is expected to increase four percent over FY 2017 adopted budget levels.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Meals Tax	$37,332,584	$38,500,000	$39,900,000	4%

OTHER LOCAL TAXES

The chart below lists other sources of local taxes.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Car Rental	$6,222,399	$6,000,000	$6,500,000	8%
Bank Stock	3,340,501	3,200,000	3,350,000	5%
Recordation	6,049,809	5,000,000	5,300,000	6%
Cigarette	2,412,224	2,500,000	2,250,000	-10%
Utility	11,459,470	11,950,000	12,000,000	-
Short-Term Rental	64,907	50,000	60,000	20%
Wills & Adminstration	69,902	75,000	70,000	-7%
Consumption	762,229	800,000	800,000	-
Communication	7,314,146	7,500,000	7,100,000	-5%
Total	$37,695,587	$37,075,000	$37,430,000	1%

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 State 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. For FY 2018, an eight percent increase in total revenue is projected based on recent actual receipts.

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 2018 revenue levels are expected to increase based on recent actual receipts.

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.

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 $0.30. The State increased cigarette tax from $0.025 to $0.20 per pack effective September 1, 2004, and to $0.30 per pack effective July 1, 2005.

In July 2004, the Arlington County Board adopted an ordinance increasing the local cigarette tax commensurate with the State's rate. Arlington's tax on a package of cigarettes prior to September 2004 was $0.05. Beginning September 1, 2004, the local tax rate was increased to $0.20 per pack and on July 1, 2005 (FY 2006) to $0.30 per package of 20 cigarettes. FY 2018 revenues are anticipated to decrease ten percent based on recent actual receipts, which have declined in part due to consumers shifting to vapor tobacco products.

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 future flexibility on this local tax revenue.

In FY 2006, the commercial utility tax rate for gas and electricity was increased 30 percent. The new rate for commercial and industrial consumers of natural gas was increased from $0.05017/CCF to $0.06522/CCF. The new rate for electricity was increased from $0.004989/kWh to $0.00649/kWh. The commercial utility tax is projected to generate $10.2 million, consistent with the trend of actual receipts.

A residential utility tax was imposed on consumers of electricity and natural gas in FY 2008. The County Board dedicated the revenue for environmental initiatives as part of the Arlington Initiative to Reduce Emissions (Fresh AIRE) campaign. 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 are excluded from taxation. The tax rate for residential consumers was set at $0.00341/kWh for electricity and $0.03/CCF for natural gas. The revenue projected from the residential utility tax in FY 2018 is $1.8 million, up three percent when compared to FY 2017 budgeted levels.

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.

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 2018 are expected to decrease 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 be flat in FY 2018.

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 is projected to decrease five percent in FY 2018.

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, 54affordable 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 2002, the first year that a revenue sharing agreement was in effect.

Fiscal Year	County's Share	School's Share
2002	52.2%	47.8%
2003	51.4%	48.6%
2004	51.4%	48.6%
2005	51.4%	48.6%
2006	51.9%	48.1%
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*	53.7%	46.3%

**The revenue sharing percentage shifted from the FY 2017 share of 46.6% to 46.3% based on the proposed one cent tax rate increase, which is dedicated to Metro.*

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 proposed budgets for their respective board.

The FY 2018 proposed transfer is $478,941,119, a 2.6 percent increase over FY 2017. This is a combination of $478,285,656 in ongoing revenue and $655,463 in one-time funding. The revenue sharing percentage is 46.3% of ongoing local tax revenues. The Manager has also recommended that the Board advertise a tax rate increase that could be dedicated to schools. The amount of funding needed by APS will need to be considered after the Superintendent releases his proposed budget in late February.

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Motor Vehicle License Fees	$4,934,901	$5,000,000	$5,000,000	-
Highway Permits	1,239,067	1,498,000	1,523,000	2%
Site Plan Fees	819,817	1,173,000	1,173,000	-
Right-of-Way Fees	616,292	975,000	1,200,000	23%
Other	2,236,481	1,571,950	1,870,100	19%
Total	$9,846,558	$10,217,950	$10,766,100	5%

Motor Vehicle License Fees

The annual motor vehicle license fee increased $8 to $33 per vehicle in FY 2011. Funds generated from this incremental rate increase are dedicated to pedestrian and bike safety PAYG projects. Projected revenues for FY 2018 total $5.0 million, which is based upon recent actual receipts. Motor vehicle license fee revenue is expected to be flat in FY 2018 based on trends in actual receipts.

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 2018, this revenue stream is expected to be two percent higher compared to FY 2017 adopted budget levels primarily based on estimates of expected development and construction, which increase the use of the public right-of-way.

Site Plan Fees

Site plan fee revenue is anticipated to be flat in FY 2018 based on recent actual receipts and anticipated projects.

Right-of-Way Fees

Revenues from right-of-way fees are based on the current rate imposed by the State at $1.11/line/month. This fee covers the use of highway and street right-of-way by certificated providers of telecommunication services and is charged to the ultimate end user. For FY 2018, revenues are projected at $1.2 million based upon historical receipts. Note that FY 2016 actuals are low due to late payments from one company.

Other

Other license, permit, and fee revenue comes from rezoning permits, fire system fees, child care permits, and other miscellaneous use permits and fees. In FY 2018, "other" revenues are forecast to increase 19 percent, primarily driven by increases in fire permit fees due to proposed increases to the fees as well as higher revenue estimates for fire system testing fees.

FINES, INTEREST, RENTS

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

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Fines/Tickets	$7,059,140	$8,317,748	$7,142,700	-14%
Interest	5,974,455	2,350,000	7,352,740	213%
Courthouse Plaza Rent	2,763,149	3,000,000	3,000,000	-
Paid parking	1,086,510	1,015,000	1,200,160	18%
Other Revenue	812,472	628,139	1,174,606	87%
Total	$17,695,726	$15,310,887	$19,870,206	30%

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 2018, this category is projected to decrease fourteen percent based on actual receipts of parking tickets and an anticipated decrease in photo red light fines.

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.

Courthouse Plaza

The County receives payments from Vornado Realty (formerly Charles E. Smith) for the land under 2100, 2110, and 2150 Clarendon Boulevard. The County shares in the net profit on the buildings' operations. FY 2018 revenues are expected to remain flat based on recent actual receipts.

Paid Parking

This revenue is generated by the monthly parking charges in various government buildings. FY 2018 revenue is projected to increase eighteen percent.

Other

Rentals, sales of surplus property, and lease agreements are included in this revenue category. The increase projected in FY 2018 is primarily a reflection of DES lease agreements, primarily attributable to 2020 N. 14^{th} Street.

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Refuse/Recycling Fee	$8,985,066	$10,201,696	$10,430,112	2%
Parking Meters	8,511,265	8,785,000	9,160,057	4%
Recreation Fees	9,302,529	9,635,725	10,187,414	6%
Ambulance Service Fees	2,863,686	3,850,000	4,000,000	4%
Arlington Transit / Commuter Store	5,787,294	6,261,490	6,350,252	1%
Indirect Administrative Charges	4,201,799	4,054,299	4,338,162	7%
Mental Health Charges	2,474,982	2,327,259	2,403,259	3%
Falls Church Reimbursement	4,158,476	4,016,768	4,264,928	6%
Other	8,205,883	7,272,017	7,604,073	5%
Total	$54,490,980	$56,404,254	$58,738,257	4%

Refuse / Recycling Fee

For FY 2018, the combined residential customer rate for refuse collection, disposal, and recycling is increasing two percent to $314.16 annually in order to realize revenues necessary to finance expenses related to residential solid waste program and to begin repaying a loan from the Utilities Capital Projects Fund for the General Funds share of the cost of the new Utility Billing System.

The County's policy for the refuse rate is recovery of 100 percent of disposal and collection costs, which includes refuse and recycling 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 increases four percent based on 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.

Ambulance Service Fees

The increase in ambulance service fee revenue reflects the addition of budgeted funds for the collection of delinquent ambulance fees.

Arlington Transit / Commuter Store

Arlington Transit / Commuter Store revenue includes ART bus fares and business contributions for transportation demand management (TDM) programs. FY 2018 revenues are projected to increase slightly.

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.

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 2018, increases to mental health service charges are due to additional revenue from the new peer support and substance abuse fees and an increase in reimbursement for services from clients and third party payers.

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 table below 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Circuit Court	$36,299	$43,546	$44,368	2%
Clerk of the Circuit Court	135,181	141,351	126,487	-11%
Community Corrections	15,022	12,268	13,487	10%
General District Court	10,969	10,375	9,818	-5%
Magistrate	2,319	2,305	2,168	-6%
Juvenile and Domestic Relations Court	93,226	127,962	399,062	212%
Commonwealth's Attorney	141,783	142,180	185,270	30%
Sheriff	525,059	550,136	554,693	1%
Fire	2,588,626	2,455,859	2,550,973	4%
Emergency Communications Center	573,638	520,634	366,853	-30%
Department of Management and Finance	10,189	10,152	11,749	16%
Fire Station 6 - Capital Improvements & Operations Maintenance	26,165	-	-	-
Total	$4,158,476	$4,016,768	$4,264,928	6%

Other

Major revenue sources in the “Other” category are: miscellaneous service charges (increasing $158,622 or six percent), public heath fees (increasing $82,807 or 14 percent), and engineering service charges (increasing $63,874 or six percent).

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Highway Aid	$16,896,925	$17,794,168	$18,157,983	2%
Law Enforcement Aid	6,149,640	6,389,475	6,347,640	-1%
Health Reimbursement	3,265,147	3,288,551	3,288,551	-
Social Services	3,637,792	4,503,591	4,707,764	5%
Mental Health/ Intellectual Disability	11,032,342	9,640,015	9,752,560	1%
Sheriff / Detention	7,667,223	7,859,658	7,779,214	-1%
Prisoner Expense Reimbursement	1,114,762	950,000	1,100,000	16%
Commuter Assistance	5,800,804	5,183,172	5,762,235	11%
Comprehensive Services Act	1,072,485	2,983,713	1,573,420	-47%
Other	15,153,594	14,285,534	14,671,316	3%
Total	$71,790,714	$72,877,877	$73,140,683	-

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 2018 budget, highway aid is projected to increase two percent based on estimates for actual FY 2017 revenue.

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 2018 budget, the County is projecting law enforcement aid at $6.3 million.

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. FY 2018 health reimbursement funds are expected to be flat.

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; $12/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. In FY 2018, funds are expected to increase 11 percent due to early notification of supplemental grant awards related to Congestion Mitigation and Air Quality (CMAQ) funds, which are entirely offset by an equal increase in expenses.

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. CSA revenue decreases due to a technical adjustment to bring the budget in line with actual reimbursements.

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 funding includes a 1.5% one-time increase for the bonus proposed in the Governor's budget as well as $150,000 of ongoing for Sheriff compression pay.

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
WIA / JTPA	$828,286	$854,800	$854,800	-
HUD / HOME	224,411	698,075	736,625	6%
Health & Human Service	437,853	126,730	-	-100%
Mental Health	1,464,777	1,749,899	1,618,986	-7%
Social Services	10,283,403	8,020,765	8,834,619	10%
Substance Abuse	773,898	758,541	758,541	-
Other	3,023,011	2,246,510	2,370,636	6%
Total	$17,035,639	$14,455,320	$15,174,207	5%

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.

HUD / HOME

U.S. Department of Housing and Urban Development HOME grants provide funding to localities for a wide range of activities that build, buy, or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

Health & Human Services

The Department of Health & Human Services' Drug Free Communities Grant funds local drug-free community coalitions to increase collaboration among partners to prevent and reduce youth substance abuse. DHS's SAMHSA grant expired at the end of the first quarter of FY 2017.

Mental Health

Federal pass through revenue (i.e. federal grants to the state) from the Department of Mental Health, Mental Retardation, and Substance Abuse 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

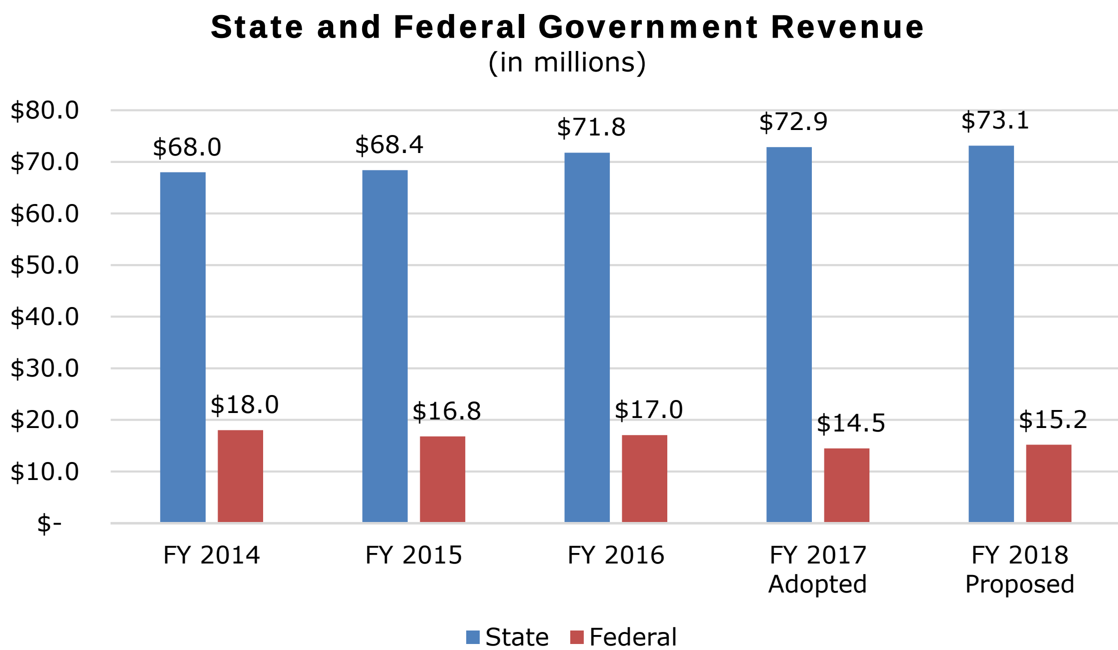
Social services revenue represents the largest single category of General Fund federal funds—accounting for approximately $8.8 million—and is passed through the State's budget to Arlington County. Since some of the federal social service programs are 100 percent reimbursable, revenue will change with changes in caseloads. The increase in FY 2018 of federal social service funding is due to increases in the allocations for federally-funded programs.

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 2018, substance abuse funding is flat.

Other

The remaining federal revenue includes grant funding through the Older Americans Act (OAA), emergency management grants, prisoner reimbursements, and other miscellaneous grant and reimbursement funding. The six percent increase in "other" federal funding is driven primarily by increased OAA funding due to an adjustment in the Agency on Aging Plan ($89,477).



MISCELLANEOUS REVENUE

These include revenue sources that do not fall under any other category and include one-time or pass through funds. Included in these payments are revenue from the sale of land and buildings. The "Other" category includes various 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, premiums from bond sales, and loan repayments from Signature Theater.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Sale of Land and Buildings	$840,667	$15,000	$15,000	-
Cable TV Administration	245,065	-	-	-
Affordable Housing Investment Fund	8,898,414	-	-	-
Gifts & Donations	2,912	5,000	5,000	-
Treasurer's Returned Checks	32,270	30,000	30,000	-
Other	7,099,048	1,446,088	1,184,950	-18%
Total	$17,118,376	$1,496,088	$1,234,950	-17%

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 2018 budget includes $22,864,364 in carryover funds, funded by a combination of additional revenue and/or expense savings identified from previous fiscal years.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Transfers	$909,618	$5,879,689	$2,690,347	-54%
Prior Year Adjusted Balance	123,362,693	24,044,470	22,864,364	-5%
Total	$124,272,311	$29,924,159	$25,554,711	-15%

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 2016, 2017 (adopted), and 2018 (proposed).

General Fund Revenues	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Real Estate Tax	$675,717,874	$687,171,555	$710,452,190	3%
Personal Property Tax	111,768,491	112,052,147	115,452,147	3%
BPOL Tax	60,181,386	57,020,000	63,088,073	11%
Local Sales Tax	39,683,462	40,200,000	42,000,000	4%
Recordation Tax	6,049,809	5,000,000	5,300,000	6%
Transient Occupancy Tax	24,106,373	25,000,000	25,450,000	2%
Cigarette Tax	2,412,224	2,500,000	2,250,000	-10%
Meals Tax	37,332,584	38,500,000	39,900,000	4%
Utility Tax	11,459,470	11,950,000	12,000,000	-
Communications Tax	7,314,146	7,500,000	7,100,000	-5%
Other Taxes	10,459,939	10,125,000	10,780,000	6%
Total Local Taxes	986,485,758	997,018,702	1,033,772,410	4%
Licenses, Permits & Fees	9,846,558	10,217,950	10,766,100	5%
Fines, Interest, Rents	17,695,726	15,310,887	19,870,206	30%
Charges for Services	54,490,980	56,404,254	58,738,257	4%
Commonwealth	71,790,714	72,877,877	73,140,683	-
Federal Government	17,035,639	14,455,320	15,174,207	5%
Miscellaneous Revenue	17,118,376	1,496,088	1,234,950	-17%
Transfer	909,618	5,879,689	2,690,347	-54%
Total Non-tax Revenue	188,887,611	176,642,065	181,614,750	3%
TOTAL (excluding prior year balance)	1,175,373,369	1,173,660,767	1,215,387,160	4%
Prior Year Adjusted Balance	123,362,693	24,044,470	22,864,364	-5%
Total (including Prior Year Balance)	$1,298,736,062	$1,197,705,237	$1,238,251,524	3%

TRAVEL AND TOURISM PROMOTION FUND (Fund 202)

Arlington County's enabling legislation to levy an additional Transient Occupancy Tax add-on (0.25%) to support this fund was reinstated by the Virginia General Assembly for the FY 2017 budget year. Funds are used to market and promote tourism in Arlington County.

The FY 2018 budget is revised to reflect the budgetary adjustment approved by the County Board after budget adoption to transfer Arlington Convention and Visitor Service (ACVS) expenses to the Travel and Tourism Promotion Fund (202).

	FY 2016 Actual	FY 2017 Revised	FY 2018 Proposed	% Change '17 to '18
Transient Occupancy Tax	-	$1,250,000	$1,272,500	2%
Transfer In	-	626,148	246,700	-61%
Total	-	$1,876,148	$1,519,200	-19%

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 proposed CY 2017 real estate tax rate is $0.045 for each $100 of assessed value, no change from the CY 2016 rate.
- ↓ BID expenditures and revenues decrease by four percent due to lower assessments and the reclassification of several properties to apartment use. The Ballston BID does not include apartments.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Service District Revenue	$1,538,692	$1,610,085	$1,539,333	-4%

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 proposed CY 2017 real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2016 rate.
- ↑ BID expenditures and revenues increase by six percent due to higher assessments.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Service District Revenue	$3,494,278	$3,614,586	$3,813,445	6%

CRYSTAL CITY 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 Crystal City 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.

- The proposed CY 2017 real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2016 tax rate.
- ↑ BID expenditures and revenues increase by four percent due to higher assessments.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Service District Revenue	$2,528,683	$2,588,141	$2,681,991	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 2018 revenue is expected to increase less than one percent.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
CDBG Revenues	$1,467,802	$1,219,919	$1,221,085	-

SECTION 8 HOUSING ASSISTANCE 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Housing Assistance	$15,916,562	$15,859,708	$16,865,568	6%
Administrative Fees	1,434,479	1,395,407	1,544,140	11%
Interest	9,682	-	-	-
HOPWA Grant	50,303	52,600	64,361	22%
Shelter Plus Care	279,624	339,734	329,818	-3%
Miscellaneous	19,100	40,900	40,900	-
Use of Fund Balance	(218,773)	-	-	-
Total	$17,490,977	$17,688,349	$18,844,787	7%

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. In the FY 2018 proposed budget, the County’s ongoing funding for PAYG capital projects is $6.9 million and one-time funding is $4.8 million.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Charges for Services	$1,527,781	-	-	-
Miscellaneous Revenue	1,928,682	-	-	-
Cable TV	1,106,641	-	-	-
Falls Church Reimbursement	271	-	-	-
State Grant - Misc.	7,787,831	-	-	-
Federal Revenue - Misc.	10,578	-	-	-
Proceeds for Lease Purchase	5,418,570	-	-	-
Transfer In	19,890,523	$11,615,946	$11,536,387	-1%
Total	$37,670,877	$11,615,946	$11,536,387	-1%

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, in 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.

This $0.013 tax is included in the semi-annual real estate bills and, when combined with the CY 2017 proposed base real estate rate of $0.988, brings the total blended real estate rate to $1.001 per $100 of assessed real property value. The anticipated $10.2 million in FY 2018 revenue will help ensure the future sustainability of the County’s aging stormwater infrastructure and compliance with federal and State stormwater management requirements.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Sanitary District Tax	$9,013,936	$9,351,470	$9,609,660	3%
Fines	9,829	-	-	-
Sediment/Erosion Control	129,980	450,000	550,000	22%
Misc. State & Federal Grants	31,295	-	-	-
Total	$9,185,040	$9,801,470	$10,159,660	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 2018 budget, revenue for the transportation capital fund is projected at $38.3 million, with the tax rate remaining at $0.125 and commercial property assessments increasing slightly.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Commercial Real Estate Tax	$24,423,284	$24,783,311	$26,423,698	7%
Developer Contributions	777,356	-	-	-
NVTA Local Share	11,796,879	11,814,441	11,900,000	1%
NVTA Regional Share	978,701	-	-	-
State Aid	7,238,834	-	-	-
State Transportation Grants	1,292,557	-	-	-
Miscellaneous	845,417	-	-	-
Total	$47,353,028	$36,597,752	$38,323,698	5%

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 2017 base real estate tax rate is $0.988 for each $100 of assessed property value. The FY 2018 budget adjusts the increment of the tax allocated to the TIF from 33 percent to 30 percent of the projected tax revenue generated from the incremental assessment growth between

January 2011 and January 2017 in the Crystal City TIF area at the proposed CY 2017 tax rate. Total assessed value in the Crystal City TIF district increased 5.6 percent from CY 2016 to CY 2017.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Real Estate	$3,980,241	$4,812,420	$6,304,880	31%
State Aid NVTC	537	-	-	-
Federal Funds Match	215,446	-	-	-
Total	$4,196,224	$4,812,420	$6,304,880	31%

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 the area on January 1, 2014. 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 2017 base real estate tax rate is $0.988 for each $100 of assessed property value. The FY 2018 budget allocates 25 percent of the projected tax revenue generated from the incremental assessment growth between January 2014 and January 2017 in the Columbia Pike TIF area at the proposed CY 2017 base tax rate. Total assessed value in the Columbia Pike TIF district increased 4.0 percent from CY 2016 to CY 2017.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Real Estate Tax Total	$308,369	$952,180	$881,550	-7%

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 water/sewer rate is proposed to increase from $13.27 per thousand gallons to $13.62 per thousand gallons for FY 2018. This corresponds to an estimated annual residential cost of $953.40, assuming 70,000 gallons of water consumption.

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 2018 proposed budget, Utilities Fund revenues are projected to total $101.8 million.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Interest	$135,520	$50,000	$50,000	-
Hazardous Household Material Fee	7,700	12,500	10,000	-20%
Utility Marking Fee	182,094	210,000	195,000	-7%
Water Sewer Service	93,056,953	93,726,068	96,134,571	3%
Water Service Connection Fees	1,282,297	1,297,000	1,265,000	-2%
Sewage Treatment	3,781,654	4,241,469	3,930,200	-7%
Flow Test Fees	15,800	14,000	14,500	4%
Miscellaneous Revenue	248,035	232,240	240,140	3%
Total	$98,710,053	$99,783,277	$101,839,411	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 upgrade costs at the Water Pollution Control Plant. In addition, significant portions of the Master Plan 2001 Update—the large-scale capital project to upgrade and expand the Water Pollution Control Plant to comply with State and federal environmental regulations—are being funded through the Virginia Revolving Loan Program and a grant from the state Water Quality Improvement Fund.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Interest	$328,867	$100,000	$100,000	-
Water / Sewer Hook-up	5,474,991	5,000,000	5,000,000	-
Sewage Treatment Charges	60,110	1,371,000	555,900	-59%
Miscellaneous	31,572	-	-	-
Transfer In	13,525,850	11,810,500	13,770,840	17%
Total	$19,421,390	$18,281,500	$19,426,740	6%

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 new graduated hourly rate also applies on the weekends. The five-day monthly rate is $105 and the maximum daily rate is $10.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Interest	$4,431	$5,000	$12,000	140%
Parking Revenue	4,245,760	3,826,249	3,485,371	-9%
Miscellaneous	123,146	-	-	-
Total	$4,373,337	$3,831,249	$3,497,371	-9%

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Building Permits	$8,039,077	$8,541,000	$8,541,000	-
Electrical Permits	2,207,204	1,811,151	1,811,151	-
Plumbing Permits	1,375,746	1,325,000	1,325,000	-
Mechanical Permits	940,069	750,000	750,000	-
Occupancy Permits	585,355	635,000	635,000	-
Elevator Certificate Fees	821,164	850,000	850,000	-
Plan Review - Walk Throughs	786,853	738,000	738,000	-
Other Revenue	340,328	159,345	188,797	18%
Total	$15,095,796	$14,809,496	$14,838,948	-

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Sales of Surplus Equipment	$688,564	$250,000	$250,000	-
Services from Other Agencies	20,365,432	17,022,712	17,146,417	1%
Miscellaneous Revenue	2,312,039	441,000	451,000	2%
Transfer In	100,624	-	185,835	-
Total	$23,466,659	$17,713,712	$18,033,252	2%

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Services to Agencies	$2,364,659	$1,902,106	$2,237,588	18%
Transfer In	231,484	241,769	249,600	3%
Total	$2,596,143	$2,143,875	$2,487,188	16%

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

The proposed base real estate tax rate is increased $0.01 from $0.978 to $0.988 per $100 of assessed value with the increase dedicated to funding Metro. At the total tax rate of $1.001 per $100 of assessed value, which includes the proposed base rate of $0.988 plus the $0.013 sanitary district tax rate for stormwater management, the real estate tax bill for the average residential home will increase $197, or 3.3 percent, in calendar year 2017. The average assessment for a single-family home increased 2.3 percent, from $603,500 in CY 2016 to $617,200 in CY 2017.

REAL ESTATE TAX PAYMENT
Average Single Family Home

Calendar Year	Average Assessed Value	Tax Rate*	Tax Payment	Tax Payment Increase
2008	$530,800	$0.848	$4,501	$104
2009	$520,100	$0.875	$4,551	$50
2010	$503,200	$0.958	$4,821	$270
2011	$510,200	$0.958	$4,888	$67
2012	$519,400	$0.971	$5,043	$155
2013	$524,700	$1.006	$5,278	$235
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 (proposed)	**$617,200**	**$1.001**	**$6,178**	**$197**

*In CY 2008 and CY 2009, the tax rate includes the $0.01 sanitary district tax dedicated for stormwater management. In CY 2010, this tax rate was increased to $0.013.

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
2008	$7,905	$5.00	$791
2009	$7,218	$5.00	$722
2010	$7,264	$5.00	$726
2011	$7,409	$5.00	$741
2012	$8,421	$5.00	$842
2013	$8,842	$5.00	$884
2014	$9,284	$5.00	$928
2015	$9,399	$5.00	$940
2016	$9,493	$5.00	$949
2017 (proposed)	**$9,682**	**$5.00**	**$968**

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

Refuse Collection and Disposal Fees

The annual residential charge for refuse and recycling increases from $307.28 to $314.16. This rate achieves the County's objective of 100 percent recovery of household refuse collection, disposal and recycling costs, leaf collection costs and overtime costs associated with brush and metal collection.

Fiscal Year	Refuse/ Recycling Fee
2009	$306.56
2010	$325.68
2011	$344.24
2012	$325.72
2013	$293.92
2014	$293.76
2015*	$271.04
2016	$271.04
2017	$307.28
2018 Proposed	**$314.16**

*Reflects revised rate adopted in July 2014.

Water / Sewer Service Fees

As costs for water and sanitary sewer projects have risen, additional funding is required to sustain the self-supporting Utilities Fund. The FY 2018 water/sewer rate is proposed to increase to $13.62 per thousand gallons.

Fiscal Year	Water/Sewer Service Rate*	Average Annual Residential Cost
2009	$10.54	$737.80
2010	$11.20	$784.00
2011	$11.74	$821.80
2012	$12.19	$853.30
2013	$12.61	$882.70
2014	$12.61	$882.70
2015	$13.04	$912.80
2016	$13.27	$928.90
2017	$13.27	$928.90
2018 Proposed	**$13.62**	**$953.40**

*Per thousand gallons; average usage equals 70,000 gallons per year.

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 CY 2014 through CY 2016 and proposed rates for CY 2017. Due primarily to the real estate assessment increase, the average tax and fee burden on County households is expected to increase 3% over CY 2016.

	CY 2014	CY 2015	CY 2016	CY 2017	% Change '16 to '17
Real Estate Tax (includes sanitary district tax)	$5,505	$5,848	$5,981	$6,178	3%
Personal Property (taxpayer share only)*	918	908	950	968	2%
Annual Decal Fee*	66	66	66	66	-
Refuse Fee**	271	271	307	314	2%
Water / Sewer Service**	913	929	929	953	3%
Residential Utility Tax**	72	72	72	72	-
Total	$7,745	$8,094	$8,305	$8,552	3%

* Assumes two conventional vehicles per household, the approximate average number of vehicles owned per Arlington household. The personal property tax figures reflect the PPTRA subsidy for personal property tax relief. For CY 2017, it is projected that 28% of vehicle value between $3,000 and $20,000 will be exempt from taxation; values below $3,000 are 100% exempt.

** Reflects the next fiscal year. Water/sewer rate reflects 70 thousand gallons of water consumption. 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 2016 rates and assessments.

Calendar Year 2016 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	$603,500	$521,227	$527,648	$647,800	$472,742	$338,587	$434,801
Estimated Taxes							
Real Estate [1]	$5,981	$5,593	$6,113	$8,519	$5,021	$4,046	$4,978
Personal Property [2]	950	950	868	950	784	702	798
Residential Consumer Utility [3]	72	72	96	120	54	72	65
Subtotal	$7,003	$6,615	$7,077	$9,589	$5,859	$4,820	$5,841
Estimated Fees							
Water/Sewer [4]	$929	$1,004	$794	$1,029	$736	$874	$730
Solid-Waste/Recycling [5]	307	363	345	n/a	n/a	408	338
Decal Fee[2]	66	66	66	66	66	48	50
TOTAL	$8,305	$8,048	$8,282	$10,684	$6,661	$6,151	$6,960
Amount more (less) than Arlington		($257)	($23)	$2,378	($1,645)	($2,155)	($1,345)
Percent more or less than Arlington		-3.1%	-0.3%	28.6%	-19.8%	-25.9%	-16.2%

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 $9,493. 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 70,000 gallons of water per year. Estimates are based on either the proposed or adopted FY 2017 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 2015			TAX YEAR 2016			CHANGE FROM 2015 TO 2016			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]	$0.996	$587,100	$5,848	$0.991	$603,500	$5,981	($0.005)	$16,400	$133	-0.5%	2.8%	2.3%
Alexandria	$1.043	$509,853	$5,318	$1.073	$521,227	$5,593	$0.030	$11,374	$275	2.9%	2.2%	5.2%
City of Fairfax[3]	$1.052	$462,883	$4,870	$1.062	$472,742	$5,021	$0.010	$9,859	$151	1.0%	2.1%	3.1%
City of Falls Church[4]	$1.315	$643,900	$8,467	$1.315	$647,800	$8,519	$0.000	$3,900	$52	0.0%	0.6%	0.6%
Fairfax County[5]	$1.129	$519,134	$5,858	$1.159	$527,648	$6,113	$0.030	$8,514	$255	2.7%	1.6%	4.4%
Loudoun County	$1.135	$429,000	$4,869	$1.145	$434,801	$4,978	$0.010	$5,801	$109	0.9%	1.4%	2.2%
Prince William Co.[6]	$1.194	$331,768	$3,960	$1.195	$338,587	$4,046	$0.001	$6,819	$86	0.1%	2.1%	2.2%

[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 and the City of Fairfax include 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 2016 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 2016 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)	$0.978	$1.073	$1.315	$1.040	$1.130	$1.145	$1.122
Additional Real Estate Tax Rates (all properties)	$0.013	-	-	$0.023	$0.029	-	$0.0730
Special Districts Add-on Tax Rate	$0.043 - $0.078	-	-	$0.060	$0.02-$0.21	$0.18-$0.20	$0.02 - $0.165
Commercial Real Estate Add-on Tax Rate	$0.125	-	-	$0.095	$0.125	-	-
Personal Property							
Vehicle Rate	$5.00	$5.00	$5.00	$4.13	$4.57	$4.20	$3.70
Effective Vehicle Rate	$4.50	$4.25	$5.00	$4.13	$4.57	$3.78	$3.70
Business Rate	$5.00	$4.75	$5.00	$4.13	$4.57	$4.20	$3.70
Newly Registered Vehicle Tax (state)	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%
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	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%
Diesel	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Distributor Sales	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
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%	4.0%	4.0%	4.0%	-	-	-
Transient Occupancy Tax							
State	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Local	5.25%	6.5% plus $1.00 per night/room	5.0%	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)	$0.30	$0.30	$0.30	$0.30	$0.30	$0.30	$0.30
Local	$0.30	$1.26	$0.85	$0.85	$0.30	-	-
Utility Tax on Commercial Users							
Electricity	$1.15 plus $0.00649/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 $0.06522/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 $0.00341/kWh max=$3.00 with first 400 kWh exempt	$1.12 plus $0.12075/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. + $.006804/kWh max=$2.70	$1.40 plus $0.01509/kWh max=$3.00/mo.
Gas	$0.0 plus $0.03/CCF max = $3.00 / first 20 CCF exempt	$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 ($0.013), Alexandria ($0.005), Fairfax City ($0.0225), and Fairfax County ($0.0275) impose or dedicate a tax rate on all properties for stormwater management. Prince William County charges a flat fee for stormwater managment ranging from $18.56 per thousand square feet for a business to $38.21 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. In the FY 2017 adopted budget, that stormwater fee is $18.34 per 200 square feet of impervious surface. 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
SPECIAL DISTRICTS ADD-ON TAX RATES: There are three special taxing districts in Arlington: in the Rosslyn, 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 N.A.D.A. 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 $3.78 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 is phasing 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 will increase by 0.05% until it reaches 4.15% on July 1, 2016. The revenue generated by the incremental increase in this tax rate will be deposited into the State Highway Maintenance and Operating Fund.

CAR RENTAL: In July 1992, the locality portion of the Virginia car rental tax was increased from 2.5% to 4.0% of gross proceeds. 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).

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. Effective January 1, 2015, the per gallon tax on gasoline increased to 5.1%.

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 increases 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, Loudon, 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 will be 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, 2006 the tax rate on food was reduced 0.5 percent to 2.0 percent. Effective July 1, 2007, the tax rate is 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.

TRANSIENT OCCUPANCY TAX: This tax is paid in addition to sales tax; the local rate is 5%. A new 2% state rate for the Northern Virginia Planning District is effective July 1, 2013. The additional revenues generated from this new 2% transient occupancy tax will be 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.

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: The tax rate is per $100. 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. $1.00 per $1,000 of the tax is split evenly between the state and the locality. The state rate increases by $1.50 per $1,000 effective July 1, 2013, in the Northern Virgina Planning District. The additional revenues generated from this increase will be 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.

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. The tax rate on electricity is $0.00341 per kWh with the first 400 kWh excluded from taxation and the monthly tax bill not to exceed $3.00. The tax rate on natural gas is $0.03 per CCF with the first 20 CCF excluded from taxation and the monthly tax bill not to exceed $3.00. Effective July 1, 2005, the commercial utility tax rates for electricity and natural gas were increased from $.004989/kWh and $.05017/CCF respectively. 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.

CODE	SIX-YEAR REVENUE SUMMARY DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
FUND: 001 GENERAL							
REVENUE CATEG: LOCAL TAXES							
101	REAL ESTATE TAX	603,766,303	638,468,630	662,526,538	684,254,232	694,406,555	719,987,190
105	REAL ESTATE PENALTY	800,264	1,309,028	649,693	504,034	615,000	615,000
106	REAL ESTATE INTEREST	174,676	150,535	100,012	105,263	150,000	150,000
	TAX REFUNDS - REAL ESTATE	(7,922,121)	(8,412,777)	(11,141,234)	(9,145,654)	(8,000,000)	(10,300,000)
	SUBTOTAL	596,819,122	631,515,416	652,135,009	675,717,874	687,171,555	710,452,190
121	PERSONAL PROPERTY TAX	76,034,044	79,678,815	78,142,438	81,323,816	81,000,000	84,400,000
	STATE REIMBURSEMENT	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147
123	PERSONAL PROPERTY PENALTY	1,392,360	1,377,930	1,162,813	1,460,903	1,380,000	1,380,000
125	PERSONAL PROPERTY INTEREST	326,966	275,248	229,442	276,300	320,000	320,000
	TAX REFUNDS - PERSONAL PROP	(2,048,304)	(1,895,201)	(1,873,295)	(2,544,675)	(1,900,000)	(1,900,000)
	SUBTOTAL	106,957,213	110,688,939	108,913,545	111,768,491	112,052,147	115,452,147
131	BPOL TAX	63,435,966	63,931,225	60,971,619	62,049,916	59,500,000	65,318,073
133	BPOL TAX PENALTY	63,344	94,562	80,792	84,241	260,000	260,000
134	BPOL TAX INTEREST	239,015	458,152	251,727	356,128	260,000	260,000
	TAX REFUNDS - BPOL	(2,397,171)	(1,731,448)	(2,333,385)	(2,308,899)	(3,000,000)	(2,750,000)
	SUBTOTAL	61,341,154	62,752,491	58,970,753	60,181,386	57,020,000	63,088,073
140	CAR RENTAL GROSS RECEIPTS TAX	6,173,823	5,270,912	5,936,666	6,222,399	6,000,000	6,500,000
141	LOCAL SALES TAX	39,447,636	39,046,328	39,590,910	39,683,462	40,200,000	42,000,000
143	BANK STOCK TAX	2,910,052	3,285,489	3,122,563	3,340,501	3,200,000	3,350,000
144	RECORDATION TAX	6,974,187	5,318,784	5,298,206	6,049,809	5,000,000	5,300,000
145	CIGARETTE TAX	3,109,154	2,901,924	2,503,439	2,412,224	2,500,000	2,250,000
146	TRANSIENT TAX	22,270,626	20,784,241	23,343,314	24,106,373	25,000,000	25,450,000
147	UTILITY TAX	11,815,946	12,095,016	12,007,699	11,459,470	11,950,000	12,000,000
148	SHORT TERM RENTAL	47,895	50,698	51,292	64,907	50,000	60,000
149	MEALS TAX	34,707,200	34,951,030	36,508,911	37,332,584	38,500,000	39,900,000
151	WILLS AND ADMINISTRATION TAX	64,011	67,790	72,860	69,902	75,000	70,000
152	CONSUMPTION TAX	800,128	807,733	801,849	762,229	800,000	800,000
153	COMMUNICATION TAX	7,784,666	7,501,814	7,537,511	7,314,146	7,500,000	7,100,000
	SUBTOTAL	136,105,324	132,081,759	136,775,220	138,818,006	140,775,000	144,780,000
	TOTAL LOCAL TAXES	901,222,813	937,038,605	956,794,527	986,485,758	997,018,702	1,033,772,410
REVENUE CATEG: LICENSES, PERMITS, & FEES							
215	CONCEALED WEAPONS	43,159	29,653	21,258	35,544	20,000	20,000
219	USE PERMITS	93,955	85,951	147,745	122,784	120,000	120,000
220	RIGHT OF WAY FEES	861,527	1,026,234	977,014	616,292	975,000	1,200,000
221	HIGHWAY PERMITS	1,100,743	2,172,497	1,854,422	1,239,067	1,498,000	1,523,000
222	BUILDING PERMITS	(2,854)	746	-	1,302	-	-
240	MOTOR VEHICLE LICENSE TAGS	4,971,835	4,981,832	4,982,387	4,934,901	5,000,000	5,000,000
241	LICENSE PLATE PENALTY FEES	284,307	297,050	253,224	268,015	250,000	250,000
243	SITE PLAN FEES	1,114,585	1,235,474	1,075,227	819,817	1,173,000	1,173,000
244	TRANSFER FEES	5,287	4,802	4,729	4,909	5,000	5,000
245	ZONING ADVERTISING	93,157	74,354	46,161	81,478	55,000	55,000
259	MIS LICENSES, PERMITS & FEES	1,936,436	2,488,251	1,869,036	1,722,449	1,121,950	1,420,100
	TOTAL REV CATEG	10,502,137	12,396,844	11,231,203	9,846,558	10,217,950	10,766,100

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
REVENUE CATEG: FINES							
301	FINES	2,278,061	2,919,379	2,845,654	2,703,140	3,225,888	3,064,000
302	PARKING TICKETS	6,088,693	5,077,757	5,020,197	4,274,212	5,000,000	4,000,000
305	CIVIL PENALTIES	101,499	116,727	75,156	81,788	91,860	78,700
	TOTAL REV CATEG	8,468,253	8,113,863	7,941,007	7,059,140	8,317,748	7,142,700
REVENUE CATEG: INTEREST, RENTS & SURPLUS SALES							
311	INTEREST ON GENERAL FUND	(1,014,489)	2,182,979	2,640,949	4,480,448	2,200,000	5,500,000
312	INTEREST ON BOND FUNDS	110,676	449,535	284,891	1,494,007	150,000	1,852,740
320	COURTHOUSE PLAZA	3,394,743	2,568,952	3,451,928	2,763,149	3,000,000	3,000,000
321	RENTALS & SALES OF SURPLUS	312,167	296,549	288,295	433,308	292,030	337,200
322	PAID PARKING	851,223	891,198	935,774	1,086,510	1,015,000	1,200,160
335	DES LEASE AGREEMENTS	344,215	383,500	350,956	379,164	336,109	837,406
	TOTAL REV CATEG	3,998,535	6,772,713	7,952,793	10,636,586	6,993,139	12,727,506
REVENUE CATEG: CHARGES FOR SERVICES							
400	INMATE MEDICAL COSTS	24,065	22,649	23,066	22,485	9,000	9,000
401	COURT COSTS	581,075	339,379	348,525	444,999	350,000	400,000
402	COMMONWEALTH'S ATTORNEY FEES	11,232	11,825	11,855	10,312	12,000	10,500
403	A S A P ENTRANCE FEES	480,879	483,681	468,908	424,592	422,386	374,373
404	IMPOUNDED VEHICLES STORAGE FEE	29,584	16,900	14,508	11,593	20,000	15,000
405	FALLS CHURCH REIMBURSEMENT	3,240,561	4,017,472	4,062,322	4,158,476	4,016,768	4,264,928
406	AMBULANCE SERVICE FEES	3,302,338	3,202,726	3,103,845	2,863,686	3,850,000	4,000,000
407	JAIL SERVICE CHARGES	16,505	12,195	9,386	4,386	6,500	6,250
408	DOG LICENSE FEES	59,250	59,664	65,270	65,179	60,000	70,000
409	SIDEWALK FRONTAGE ASSESSMENTS	59,329	50,820	56,497	51,293	55,000	55,000
410	PARKING METER CHARGES	7,885,752	7,450,797	7,604,837	8,511,265	8,785,000	9,160,057
411	ENGINEERING SERVICES CHARGES	1,652,086	1,727,296	1,488,723	1,599,070	1,011,126	1,075,000
412	REFUSE\RECYCLING FEES	9,697,424	9,707,996	8,963,785	8,985,066	10,201,696	10,430,112
413	MULCH FEES	143,873	135,071	144,674	156,432	144,000	216,000
414	RECYCLED MATERIALS SALES	251,070	109,612	82,891	32,119	50,000	40,000
415	MENTAL HEALTH CLINIC CHARGES	1,404,140	1,717,611	2,256,223	2,474,982	2,327,259	2,403,259
416	DRUG & ALCOHOL PROG. PAYMENTS	35,012	46,204	47,429	46,083	44,000	49,000
417	MADISON CENTER CHARGES	194,106	221,920	162,660	140,424	202,000	180,000
420	RECREATION INSTRUCTION SRVCS.	3,862,091	4,277,872	4,227,963	3,609,383	3,642,076	3,708,911
421	SUPPLEMENTAL RECREATION FEES	5,208,345	5,986,055	5,856,861	6,387,429	6,144,268	6,629,122
422	LIBRARY FEES & FINES	513,046	533,965	514,521	472,631	515,000	455,000
423	OLDER AMERICANS ACT PROGS.	27,204	23,843	19,529	19,252	20,513	20,513
424	GROUP HOME CHARGES ARGUS	6,736	1,492	1,148	2,520	1,750	1,750
425	FEE REDUCTIONS	-	(170,924)	(175,822)	(694,283)	(150,619)	(150,619)
426	APPLIANCE PICK UP FEE	25,270	36,944	23,220	19,320	25,000	25,000
430	INDIRECT ADMIN CHARGES	3,890,258	3,742,931	4,136,600	4,201,799	4,054,299	4,338,162
431	HEALTH SERVICES FEES	2,166	1,598	204	12	2,500	2,500
443	WIRELESS E-911 SURCHARGE	1,132,804	837,036	858,631	876,464	924,370	924,370
445	GIS PROGRAM REVENUES	40,630	40,280	35,136	4,991	40,000	40,000
447	SERVICES TO OUTSIDE AGENCIES	144,171	109,675	168,042	161,554	135,000	145,000
449	MISC SERVICE CHARGES	1,867,214	2,432,706	2,323,985	2,673,520	2,306,723	2,465,345
450	ARLINGTON TRANSIT / COMMUTER STORE	4,229,926	4,368,069	4,674,527	5,787,294	6,261,490	6,350,252
453	COURT HOUSE SECUR.-COURT FEE	572,066	543,521	517,595	413,434	520,000	520,000
455	CHESAPEAKE BAY FEE	164,460	224,163	198,570	221,655	90,000	160,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
460	PROJECT RECEIPTS	316,426	272,112	441,769	329,121	291,984	323,500
471	PUBLIC HEALTH FEES	630,248	553,193	590,852	655,679	598,165	680,972
472	CREDIT CARD FEES - TREAS.	(45,420)	(11,729)	(646,734)	(653,237)	(585,000)	(660,000)
	TOTAL REV CATEG	51,655,922	53,136,620	52,682,001	54,490,980	56,404,254	58,738,257
REVENUE CATEG: MISCELLANEOUS REVENUE							
501	SALE OF LAND & BUILDINGS	2,450	1,335,278	74,479	840,667	15,000	15,000
509	MISCELLANEOUS REVENUES	2,747,498	1,863,380	2,035,855	1,925,612	1,446,088	1,184,950
525	CABLE TV ADMINISTRATION	233,171	239,076	182,394	245,065	-	-
570	AHIF	21,235,748	24,729,385	11,622,178	8,898,414	-	-
595	CABLE TV SCHOOL ANNUAL PAYMENTS	-	62,172	-	-	-	-
599	GIFTS AND DONATIONS	327,388	347,986	306,825	2,912	5,000	5,000
	TOTAL REV CATEG	24,546,255	28,577,277	14,221,731	11,912,670	1,466,088	1,204,950
REVENUE CATEG: COMMONWEALTH OF VIRGINIA							
612	MOTOR VEHICLE CARRIERS TAX	17,122	19,248	19,788	17,722	19,000	19,000
613	TAX ON DEEDS-GRANTOR'S TAX	1,516,252	1,384,585	1,232,973	1,821,824	1,400,000	1,400,000
621	COMMONWEALTH'S ATTORNEY	1,097,558	1,180,886	1,230,793	1,189,177	1,307,748	1,298,240
622	SHERIFF	7,243,190	7,550,650	7,410,018	7,667,223	7,859,658	7,779,214
623	COMMISSIONER OF THE REVENUE	410,633	444,528	392,245	452,139	460,125	454,660
624	TREASURER	435,579	480,433	421,820	491,538	499,971	498,990
625	REGISTRAR/ELECTORAL BOARD	76,627	83,552	82,441	154,391	81,600	81,600
626	LAW ENFORCEMENT AID	5,863,810	6,149,640	5,962,106	6,149,640	6,389,475	6,347,640
627	CLERK -COMP BOARD FUNDS	829,994	888,719	870,646	907,050	918,391	915,140
628	DCJS FORFEITED ASSETS	72,558	379,231	278,607	33,508	-	-
629	VICTIM WITNESS GRANT	214,300	166,710	175,172	196,952	178,966	270,353
631	HIGHWAY AID	16,126,094	16,230,852	17,338,675	16,896,925	17,794,168	18,157,983
632	TRANSIT AID	3,138,452	3,244,416	3,962,240	4,581,461	4,543,517	4,721,042
633	JUVENILE DETENTION-ARGUS	325,022	340,331	194,326	270,059	270,059	270,059
634	JUVENILE & DOMESTIC RELATIONS	491,336	638,420	704,175	720,490	726,275	780,374
635	PRISONER EXPENSE REIMBURSE.	826,521	933,923	1,147,334	1,114,762	950,000	1,100,000
638	COMP COMM CORRECTIONS ACT	377,300	409,086	434,202	416,144	408,730	416,649
640	COMMUTER ASSISTANCE GRANTS	5,090,210	5,855,674	5,707,857	5,800,804	5,183,172	5,762,235
641	HEALTH REIMBURSEMENTS	3,418,232	3,485,712	3,483,145	3,265,147	3,288,551	3,288,551
642	LIBRARY SUPPLEMENTS	163,077	176,293	171,705	176,777	171,026	182,231
643	FIRE PROGRAMS	592,166	448,302	833,054	658,050	658,050	673,776
644	HIGHWAY SAFETY GRANTS	14,094	11,908	3,546	6,546	-	-
645	MENTAL HEALTH/ INTELLECTUAL DISAB.	7,479,245	8,300,453	8,789,866	11,032,342	9,640,015	9,752,560
646	SUBSTANCE ABUSE	1,122,251	1,144,057	1,148,876	1,159,115	1,138,417	1,157,918
647	SOCIAL SERVICES	3,244,405	3,595,836	3,651,027	3,637,792	4,503,591	4,707,764
648	SIGNAL REIMBURSEMENT	632,396	679,960	788,800	756,484	750,815	750,815
649	MISC STATE GRANTS	1,755,914	1,869,662	672,740	951,835	457,195	469,525
651	JAIL CONSTRUCTION REIMBURS.	-	-	-	-	-	-
652	STATE EMERGENCY MGMT GRANTS	7,680	8,100	21,556	16,763	-	-
654	COMPREHENSIVE SERVICES ACT (CSA)	1,677,752	1,657,897	1,037,996	1,072,485	2,983,713	1,573,420
655	DEPARTMENT OF AGING	214,160	225,597	230,556	175,569	295,649	310,944
	TOTAL REV CATEG	64,473,930	67,984,661	68,398,285	71,790,714	72,877,877	73,140,683
REVENUE CATEG: FEDERAL GOVERNMENT							
714	WORKFORCE INVESTMENT ACT (WIA)	1,291,508	898,276	806,411	828,286	854,800	854,800
718	HUD EDI GRANT	96,224	-	-	-	-	-
719	HUD RENTAL REHAB/HOME	283,490	1,505,550	139,760	224,411	698,075	736,625

CODE	SIX-YEAR REVENUE SUMMARY DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
722	U S MARSHAL PRISONERS	127,382	108,705	45,379	8,790	66,600	8,500
724	FBI REIMBURSEMENT	202,875	250,205	449,089	118,709	-	-
725	OLDER AMERICANS ACT	610,493	510,672	331,379	588,815	587,698	677,175
730	HIDTA GRANT	195,754	180,826	304,704	59,793	-	-
741	FEDERAL HEALTH REIMB	61,080	111,305	60,000	50,000	50,000	45,000
742	HEALTH & HUMAN SERVICE	532,419	498,460	402,632	437,853	126,730	-
745	MENTAL HEALTH / M. R.	1,077,756	2,014,725	1,510,259	1,464,777	1,749,899	1,618,986
746	SUBSTANCE ABUSE	791,357	651,886	750,303	773,898	758,541	758,541
747	SOCIAL SERVICES	8,022,625	8,741,265	9,120,423	10,283,403	8,020,765	8,834,619
748	WIC PROGRAM FUNDS	601,255	667,976	770,592	678,981	687,426	687,426
749	MISC FEDERAL GRANTS	1,177,715	1,349,817	1,669,708	1,030,137	482,758	539,051
752	FEDERAL EMERGENCY MGMT GRANTS	523,823	525,621	425,835	487,786	372,028	413,484
	TOTAL REV CATEG	15,595,756	18,015,289	16,786,474	17,035,639	14,455,320	15,174,207
REVENUE CATEG: NON-REVENUE RECEIPTS							
805	OTHER	8,394,143	2,274,572	3,179,898	(105,522)	-	-
806	BOND PREMIUM	-	-	-	5,278,090	-	-
847	TREASURERS CASH OVER & SHORT	(66)	(213)	(657)	868	-	-
848	TREASURER'S RETURNED CHECKS	37,899	35,467	37,915	32,270	30,000	30,000
	TOTAL REV CATEG	8,431,976	2,309,826	3,217,156	5,205,706	30,000	30,000
REVENUE CATEG: TRANSFERS IN							
900	TRANSFER IN FROM OTHER FUNDS	988,128	130,000	206,726	205,589	208,128	210,347
913	TRANSFER IN FROM 313	-	-	-	400,000	-	-
981	TRANSFERS IN FROM OTHER FUNDS	-	25,363	28,527	122,416	5,591,561	2,400,000
987	TRANSFERS IN FROM FUND 887	140,846	-	-	-	-	-
999	TRANSFERS IN FROM FUND 799	331,126	398,855	784,268	181,613	80,000	80,000
	TOTAL REV CATEG	1,460,100	554,218	1,019,521	909,618	5,879,689	2,690,347
TOTAL	**GENERAL FUND REVENUES**	**1,090,355,677**	**1,134,899,916**	**1,140,244,698**	**1,175,373,369**	**1,173,660,767**	**1,215,387,160**
860	FUND BALANCE ADJ -PREV YEAR	129,373,675	124,845,794	155,468,577	123,362,693	24,044,470	22,864,364
TOTAL	**GENERAL FUND WITH FUND BALANCE**	**1,219,729,352**	**1,259,745,710**	**1,295,713,275**	**1,298,736,062**	**1,197,705,237**	**1,238,251,524**
FUND: 202 TRAVEL & TOURISM PROMOTION							
146	TRANSIENT OCCUPANCY	-	-	-	-	-	1,272,500
980	TRANSFER FROM GENERAL FUND	-	-	-	-	-	246,700
	TOTAL FUND	-	-	-	-	-	1,519,200
FUND: 203 BALLSTON SPECIAL	**ASSESSMENT DISTRICT**						
101	REAL ESTATE TAX	1,472,863	1,494,123	1,540,629	1,538,056	1,610,085	1,539,333
311	INTEREST EARNINGS	488	611	296	636	-	-
	TOTAL FUND	1,473,351	1,494,734	1,540,925	1,538,692	1,610,085	1,539,333
FUND: 204 ROSSLYN SPECIAL	**ASSESSMENT DISTRICT**						
101	REAL ESTATE CURRENT TAXES	3,491,943	3,523,214	3,581,809	3,492,809	3,614,586	3,813,445
311	INTEREST EARNINGS	1,592	864	1,382	1,469	-	-
509	MISCELLANEOUS	30,281	-	-	-	-	-
	TOTAL FUND	3,523,816	3,524,078	3,583,191	3,494,278	3,614,586	3,813,445

SIX-YEAR REVENUE SUMMARY

CODE	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
FUND: 205	**CRYSTAL CITY SPECIAL ASSESSMENT DISTRICT**						
101	REAL ESTATE CURRENT TAXES	2,531,034	2,522,688	2,550,186	2,528,049	2,588,141	2,681,991
311	INTEREST EARNINGS	730	474	624	634	-	-
	TOTAL FUND	2,531,764	2,523,162	2,550,810	2,528,683	2,588,141	2,681,991
FUND: 206	**COMMUNITY DEVELOPMENT**						
311	INTEREST EARNINGS	69	1	-	-	-	-
509	MISCELLANEOUS	500,000	-	-	-	-	-
718	FEDERAL AID - CDBG	3,970,870	2,773,078	1,152,831	1,426,365	1,166,896	1,166,896
719	FEDERAL RENTAL REHAB	21,297	21,297	32,955	41,437	53,023	54,189
901	TRANSFERS IN FROM FUND 101	-	-	-	-	-	-
	TOTAL FUND	4,492,236	2,794,376	1,185,786	1,467,802	1,219,919	1,221,085
FUND: 208	**SECTION 8 HOUSING**						
311	INTEREST	-	5,990	6,152	9,682	-	-
509	MISCELLANEOUS REVENUES	25,429	16,445	35,235	19,100	40,900	40,900
727	SECTION 8 HOUSING	16,096,216	16,796,091	14,846,764	17,351,041	17,255,115	18,409,708
728	HCV RESERVE	-	-	-	(218,773)	-	-
749	MISC FEDERAL REVENUE	326,256	320,885	298,218	329,927	392,334	394,179
	TOTAL FUND	16,447,901	17,139,411	15,186,369	17,490,977	17,688,349	18,844,787
FUND: 313	**CAPITAL**						
301	FINES	12,916	29,190	14,204	7,411	-	-
311	INTEREST	2,826	-	-	-	-	-
321	RENTAL & SALES OF SURPLUS	5,168	926	-	-	-	-
335	LEASE AGREEMENTS	-	-	-	-	-	-
405	FALLS CHURCH REIMBURSEMENTS	-	-	-	271	-	-
460	DEVELOPERS STREET LIGHTS	312,165	1,365,427	410,368	271,450	-	-
461	DEVELOPER/PROJECT RECEIPTS	259,068	2,997,527	15,236,267	1,248,920	-	-
501	SALE OF LAND	-	627,985	-	-	-	-
509	MISCELLANEOUS	204,873	673,243	1,377,808	1,928,682	-	-
520	CABLE TV - PEG	954,321	985,176	1,061,895	885,364	-	-
521	CABLE TV - INET	158,239	162,212	291,559	221,277	-	-
525	CABLE TV & ADMIN	-	-	60,798	-	-	-
632	STATE AID NVTC	3,118,826	6,322,862	1,980,934	2,459,532	-	-
640	STATE TRANSPORTATION GRANTS	9,687,339	1,918,445	219,430	56,035	-	-
648	SIGNAL REIMBURSEMENT	174,823	7,545,304	894,357	2,475,059	-	-
649	MISC STATE GRANTS	12,429	14,454	-	5,201	-	-
655	VA GENERAL FUND-FED FUND MATCH	232,888	1,076,678	400,515	321,237	-	-
660	VA TRANS DEPT GRANTS	2,497,292	401,359	264,385	2,470,767	-	-
771	REVENUE FROM FEDERAL GOVT	-	-	-	10,578	-	
808	PROCEEDS FROM LEASE PURCHASE	4,473,803	5,459,004	6,383,803	5,418,570	-	-
980	TRANSFER FROM GENERAL FUND	31,166,645	29,553,643	29,993,113	19,890,523	11,615,946	11,536,387
999	TRANSFER FROM FUND 799	3,742,285	-	-	-	-	-
	TOTAL FUND	57,015,906	59,133,435	58,589,436	37,670,877	11,615,946	11,536,387
FUND: 321	**STORMWATER FUND**						
101	REAL ESTATE TAX	7,755,271	8,331,275	8,631,383	9,013,936	9,351,470	9,609,660
301	FINES	200	3,050	6,550	9,829	-	-
411	SEDIMENT/EROSION CONTROL	-	-	132,042	129,980	450,000	550,000
428	MISC REVENUE	-	8,000	-	-	-	-
649	MISC STATE GRANTS	152,808	89,606	43,044	31,295	-	-

SIX-YEAR REVENUE SUMMARY CODE	 DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
749	MISC FEDERAL GRANTS	-	60,000	20,000	-	-	-
913	TRANSFER FROM CAPITAL	1,227,686	-	-	-	-	-
	TOTAL FUND	9,135,965	8,491,931	8,833,019	9,185,040	9,801,470	10,159,660
FUNDS: 330 & 331 TRANSPORTATION CAPITAL FUND							
101	REAL ESTATE TAX	25,399,599	25,734,105	24,533,145	24,423,284	24,783,311	26,423,698
311	INTEREST	1,339	-	-	-	-	-
449	MISC SERVICE CHARGES	-	61,133	367,530	-	-	-
461	DEVELOPER CONTRIBUTIONS	-	750,000	1,005,496	777,356	-	-
509	MISC REVENUES	-	-	351,552	845,417	-	-
530	NVTA LOCAL SHARE	-	10,799,261	11,168,701	11,796,879	11,814,441	11,900,000
531	NVTA REGIONAL SHARE	-	-	797,696	978,701	-	-
632	STATE AID	3,876,968	667,284	7,750,975	7,238,834	-	-
640	STATE TRANSPORTATION GRANTS	-	-	5,384,847	1,292,412	-	-
660	VDOT/REVENUE SHARING FUNDS	-	-	-	145	-	-
	TOTAL FUND	29,277,906	38,011,783	51,359,942	47,353,028	36,597,752	38,323,698
FUND: 335 CRYSTAL CITY TIF FUND							
101	REAL ESTATE TAX	2,735,430	2,975,380	3,332,465	3,980,241	4,812,420	6,304,880
632	STATE AID NVTC	-	8,901	84,599	537	-	-
655	VIRGINIA GENERAL FUND - FED FUND MATCH	-	18,698	50,225	215,446	-	-
	TOTAL FUND	2,735,430	3,002,979	3,467,289	4,196,224	4,812,420	6,304,880
FUND 336: COLUMBIA PIKE TIF FUND							
101	REAL ESTATE TAX	-	-	209,168	308,369	952,180	881,550
	TOTAL FUND	-	-	209,168	308,369	952,180	881,550
FUND: 503 UTILITIES OPERATING							
311	INTEREST	(31,197)	73,482	87,264	135,520	50,000	50,000
321	RENTALS & SALES OF SURPLUS	143,208	153,733	144,945	161,370	159,405	163,585
426	APPLIANCE FEE RECYCLING	16,600	11,674	11,005	7,700	12,500	10,000
444	UTILITY MARKING FEE	191,228	213,419	183,916	182,094	210,000	195,000
482	WATER SEWER SERVICE	87,398,588	89,341,133	94,542,664	93,056,953	93,726,068	96,134,571
484	WATER SERVICE CONNECTIONS	1,250,765	1,423,100	1,248,539	1,282,297	1,297,000	1,265,000
486	SEWAGE TREAT. SERVICE CHARGES	3,700,442	4,173,429	4,447,291	3,781,654	4,241,469	3,930,200
488	FLOW TEST FEES	34,960	20,939	17,700	15,800	14,000	14,500
509	MISCELLANEOUS REVENUES	103,185	84,438	105,107	86,665	72,835	76,555
805	MISC. OTHER BOND REVENUE	593,030	142,031	207,596	-	-	-
	TOTAL FUND	93,400,809	95,637,378	100,996,027	98,710,053	99,783,277	101,839,411
FUND: 519 UTILITIES CAPITAL							
311	INTEREST ON GENERAL FUND	1,713	113,285	174,604	290,252	100,000	100,000
312	INTEREST ON BOND FUNDS	57,187	15,595	13,140	38,615	-	-
485	WATER SEWER HOOK-UP CHARGES	5,042,836	5,039,414	6,273,269	5,474,991	5,000,000	5,000,000
486	SEWAGE TREATMENT SERVICE CHRG	3,924,147	2,380,361	402,764	60,110	1,371,000	555,900
509	MISCELLANEOUS	20,144	13,494	-	31,572	-	-
649	MISCELLANEOUS STATE REVENUES	3,494,285	-	-	-	-	-
771	REVENUE FROM FEDERAL GOVT	215,740	-	-	-	-	-
814	PROCEEDS FROM VRA LOAN	5,471,152	-	-	-	-	-
901	TRANSFER FROM FUND 101	-	-	-	-	-	199,200
953	TRANSFER FROM FUND 503	14,805,834	14,000,000	12,524,545	13,525,850	11,810,500	13,571,640
913	TRANSFER FROM FUND 313	-	102,027	-	-	-	-
	TOTAL FUND	33,033,038	21,664,176	19,388,322	19,421,390	18,281,500	19,426,740

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
FUND:	**540 BALLSTON GARAGE**						
312	INTEREST	12,031	7,483	8,123	4,431	5,000	12,000
428	PARKING REVENUES	4,811,697	4,411,414	4,337,754	3,871,490	3,564,147	3,238,771
428	MISCELLANEOUS REVENUE	-	-	-	15,833	-	-
449	MISC SERVICE CHARGES	-	-	-	107,313	-	-
	TOTAL FUND	4,823,728	4,418,897	4,345,877	3,999,067	3,569,147	3,250,771
FUND:	**548 BALLSTON GARAGE - 8th LEVEL**						
428	PARKING REVENUES	337,133	328,547	369,455	374,270	262,102	246,600
913	TRANSFER FROM FUND 313	-	1,267,321	-	-	-	-
981	TRANSFERS FROM OTHER FUNDS	826,368	100,000	-	-	-	-
	TOTAL FUND	1,163,501	1,695,868	369,455	374,270	262,102	246,600
FUND:	**570 CPHD DEVELOPMENT FUND**						
211	HOME IMPROVEMENT CONTRACT	150	225	2,167	-	-	-
222	BUILDING PERMITS	8,293,030	8,033,214	7,332,963	8,039,077	8,541,000	8,541,000
223	ELECTRICAL PERMITS	1,778,270	2,036,078	1,995,357	2,207,204	1,811,151	1,811,151
224	PLUMBING PERMITS	1,301,512	1,405,699	1,556,586	1,375,746	1,325,000	1,325,000
225	MECHANICAL PERMITS	642,711	804,890	571,107	940,069	750,000	750,000
226	OCCUPANCY PERMITS	597,975	619,857	610,023	585,355	635,000	635,000
228	SIGN PERMITS	45,666	57,901	46,759	44,151	50,000	50,000
242	ELEVATOR CERTIFICATE FEES	858,291	818,753	845,687	821,164	850,000	850,000
247	VARIANCES/S F EXISTING	74,734	76,455	65,228	92,820	50,000	50,000
248	ZONING COMPLIANCE LETTERS	34,932	30,845	33,966	31,419	30,636	30,636
251	PLAN REVIEW - WALK THROUGHS	776,196	709,542	809,822	786,853	738,000	738,000
252	SUBDIVISION PLAT REVIEW	16,887	15,322	10,338	10,734	12,000	12,000
259	MISC LICENSES PERMITS & FEES	16,193	14,145	10,160	6,721	12,409	12,409
311	INTEREST	(17,606)	73,045	97,435	152,994	-	-
422	CASH OVER/SHORT	-	-	308	275	-	-
449	MISC SERVICE CHARGES	(2,015)	(1,343)	2,136	(7,066)	4,300	4,300
509	MISC REVENUE	(1,451)	(70)	-	8,280	-	29,452
	TOTAL FUND	14,415,475	14,694,558	13,990,042	15,095,796	14,809,496	14,838,948
FUND:	**609 AUTOMOTIVE EQUIPMENT**						
321	RENTALS & SALES OF SURPLUS	1,347,139	901,618	803,573	688,564	250,000	250,000
448	SERVICES TO OUTSIDE AGENCIES	19,884,293	20,965,417	19,455,270	20,365,432	17,022,712	17,146,417
509	MISCELLANEOUS REVENUE	2,332	184,024	691,463	776,521	381,000	391,000
512	THIRD PARTY RECOVERY	16,811	47,973	17,427		60,000	60,000
808	PROCEEDS FROM LEASE PURCHASE	2,861,645	2,500,213	-	1,535,518	-	-
901	TRANSFER FROM GENERAL FUND	102,520	-	-		-	156,835
903	TRANSFER IN FROM FUND 503	569,960	-	-	100,624	-	-
913	TRANSFER IN FROM FUND 313	-	-	-	-	-	29,000
980	TRANSFER FROM GENERAL FUND	-	-	42,000	-	-	-
	TOTAL FUND	24,784,700	24,599,245	21,009,733	23,466,659	17,713,712	18,033,252
FUND:	**611 PRINTING**						
446	SERVICES TO AGENCIES	2,213,754	2,476,508	2,557,880	2,364,659	1,902,106	2,237,588
448	SERVICES TO OUTSIDE AGENCIES	2,613	288	-	-	-	-
980	TRANSFER FROM GENERAL FUND	172,203	195,853	-	231,484	241,769	249,600
	TOTAL FUND	2,388,570	2,672,649	2,557,880	2,596,143	2,143,875	2,487,188

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2018 PROPOSED
ARLINGTON PUBLIC SCHOOLS FUNDS							
FUND:	**880 SCHOOL OPERATING FUND**						
400	CHARGES FOR SERVICES	8,540	5,356,128	3,208,423	9,903,997	2,795,500	2,995,500
500	CARRYOVER AND OTHER	8,515,738	-	(12,266,451)	(8,441,947)	13,964,537	14,817,655
692	VIRGINIA SALES TAX	18,171,301	19,368,051	21,198,389	23,067,985	25,052,595	26,216,577
690	COMMONWEALTH	31,439,865	32,508,765	34,129,956	35,122,440	37,963,354	39,982,348
700	FEDERAL FUNDS	115,474	-	-	-	-	-
808	PROCEEDS FROM LEASE PURCHASE	2,106,706	1,199,435	1,630,162	2,663,295	-	-
900	TRANSFERS IN	357,365,958	347,480,865	386,901,359	400,039,915	405,733,301	417,255,341
	TOTAL FUND	417,723,582	405,913,244	434,801,838	462,355,685	485,509,287	501,267,421
FUND:	**881 FOOD AND NUTRITION SERVICES FUND**						
400	CHARGES FOR SERVICES	3,325,576	3,450,361	3,834,514	4,044,090	4,013,143	4,059,745
600	COMMONWEALTH	82,961	84,838	87,287	97,425	87,287	92,148
700	FEDERAL FUNDS	4,118,654	4,374,332	4,549,060	4,828,771	4,361,000	4,904,193
900	TRANSFERS IN	-	-	-	-	-	-
	TOTAL FUND	7,527,191	7,909,531	8,470,861	8,970,286	8,461,430	9,056,086
FUND:	**882 COMMUNITY ACTIVITIES FUND**						
400	CHARGES FOR SERVICES	9,003,233	9,639,778	9,850,950	10,498,647	10,368,538	11,646,833
500	CARRYOVER/OTHER	-	63,000	-	-	-	
900	TRANSFERS IN	5,438,115	4,712,193	5,299,491	5,232,405	6,330,369	6,316,466
	TOTAL FUND	14,441,348	14,414,971	15,150,441	15,731,052	16,698,907	17,963,299
FUND:	**883 SPECIAL GRANTS**						
400	CHARGES FOR SERVICES	3,075,411	2,629,690	2,929,212	2,849,633	2,065,155	1,954,797
600	COMMONWEALTH	3,328,119	3,468,316	3,366,447	3,604,498	3,587,662	3,728,637
700	FEDERAL FUNDS	9,438,504	8,546,480	7,917,957	8,945,982	8,435,679	9,349,248
	TOTAL FUND	15,842,034	14,644,486	14,213,616	15,400,113	14,088,496	15,032,682
FUND:	**886 SCHOOL CONSTRUCTION AND CAPITAL FUND**						
500	CARRYOVER AND OTHER	-	3,493,705	6,871,451	-	2,075,000	1,200,000
600	COMMONWEALTH	-	-	-	-	131,585	586,270
900	TRANSFERS IN	44,972,045	2,821,345	19,004,782	19,558,240	4,231,910	4,672,225
	TOTAL FUND	44,972,045	6,315,050	25,876,233	19,558,240	6,438,495	6,458,495
FUND:	**888 SCHOOL DEBT SERVICE FUND**						
500	CARRYOVER AND OTHER	1,975,000	1,400,000	265,000	100,000	650,000	1,300,000
900	TRANSFERS IN	35,448,396	41,545,385	43,834,000	44,430,851	46,095,244	47,921,624
	TOTAL FUND	37,423,396	42,945,385	44,099,000	44,530,851	46,745,244	49,221,624
FUND:	**889 SCHOOL COMPREHENSIVE SERVICES FUND**						
600	COMMONWEALTH	2,241,727	1,894,309	1,704,312	1,747,556	1,880,000	1,880,000
900	TRANSFERS IN	2,533,972	2,535,915	1,909,165	1,905,932	2,120,000	2,120,000
	TOTAL FUND	4,775,699	4,430,224	3,613,477	3,653,488	4,000,000	4,000,000
TOTAL	**ARLINGTON PUBLIC SCHOOLS**	**542,705,295**	**496,572,891**	**546,225,467**	**570,199,715**	**581,941,859**	**602,999,607**

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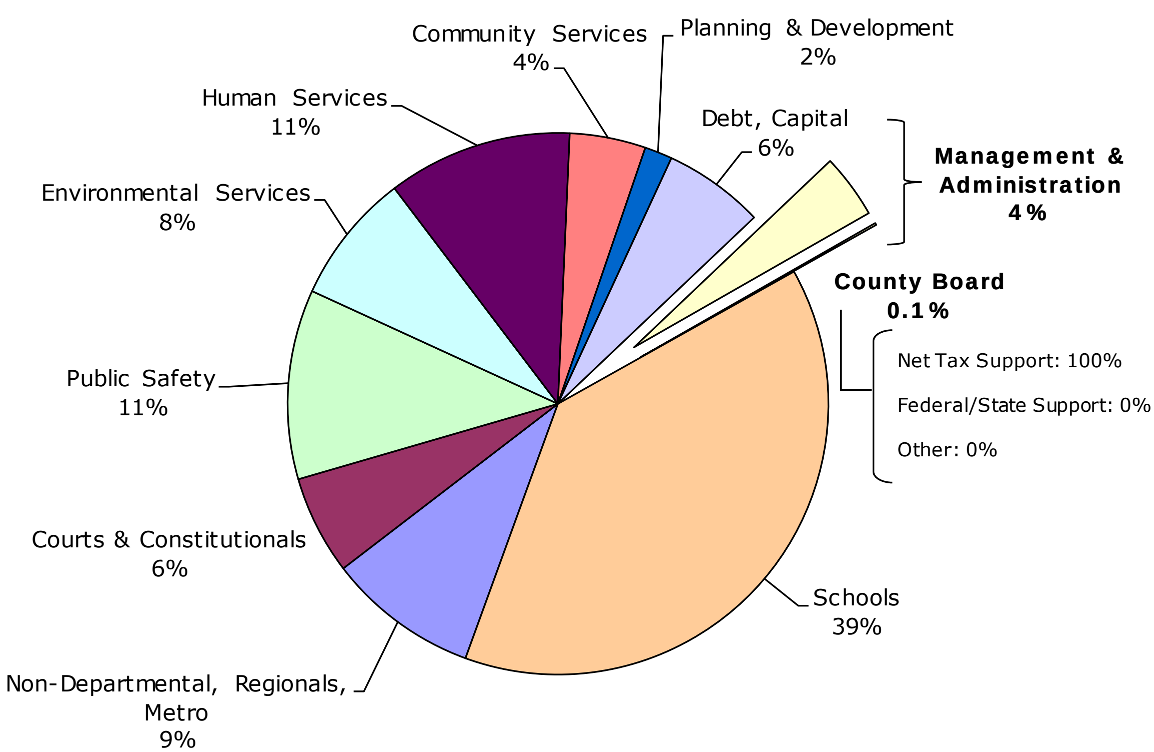
THE COUNTY BOARD
Jay Fisette, Chair
2100 CLARENDON BLVD., SUITE 300, ARLINGTON, VA 22201
703-228-3130
countyboard@arlingtonva.us

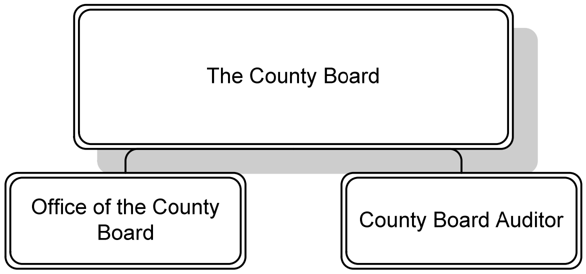
The Arlington County Board is Arlington's governing body and is vested with its legislative powers. Elected at-large, Board members serve staggered four year terms and include an annually rotating chair, who is the official County head and presides over Board meetings, and a vice chair, both of whom 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
- Serves on regional, statewide, and national advisory groups and commissions

FY 2018 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the County Board is $1,600,862, a six percent increase from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to a 3.5 percent salary increase for County Board members, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time funding to begin digitizing historical County Board records ($50,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,252,964	$1,412,581	$1,454,027	3%
Non-Personnel	73,736	96,835	146,835	52%
Total Expenditures	1,326,700	1,509,416	1,600,862	6%
Total Revenues	-	-	-	-
Net Tax Support	$1,326,700	$1,509,416	$1,600,862	6%
Permanent FTEs	9.25	10.00	10.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.25	10.00	10.00	

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 records 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to a 3.5 percent salary increase for County Board members, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time funding to begin digitizing historical County Board records ($50,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,179,352	$1,231,079	$1,262,636	3%
Non-Personnel	69,623	78,337	128,337	64%
Total Expenditures	1,248,975	1,309,416	1,390,973	6%
Total Revenues	-	-	-	-
Net Tax Support	$1,248,975	$1,309,416	$1,390,973	6%
Permanent FTEs	8.25	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.25	9.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of Constituent Correspondence Workflows closed within 15 business days	90%	90%	90%	90%	90%	90%
Percent of notifications of final Board actions sent within 2 days of approval of minutes	95%	95%	95%	95%	95%	95%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of days for preparation of Board responses to correspondence	4	4	4	4	4	4
Financial disclosure forms processed	760	750	760	780	780	780
Incoming correspondence	16,332	16,000	16,500	16,500	16,500	16,500
Legal advertisements placed	80	70	75	75	75	75
Number of commission/advisory group appointments	310	320	350	350	350	350
Number of GRAMS	1,995	2,000	2,200	2,200	2,200	2,200
Number of public hearings/meetings	75	75	75	75	75	75
Percent of employees fulfilling County training goals	100%	100%	100%	100%	100%	100%

- The Government Response and Memorandum System (GRAMS) is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. GRAMS responses are used to both answer residents' questions and to inform all Board members on community issues.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

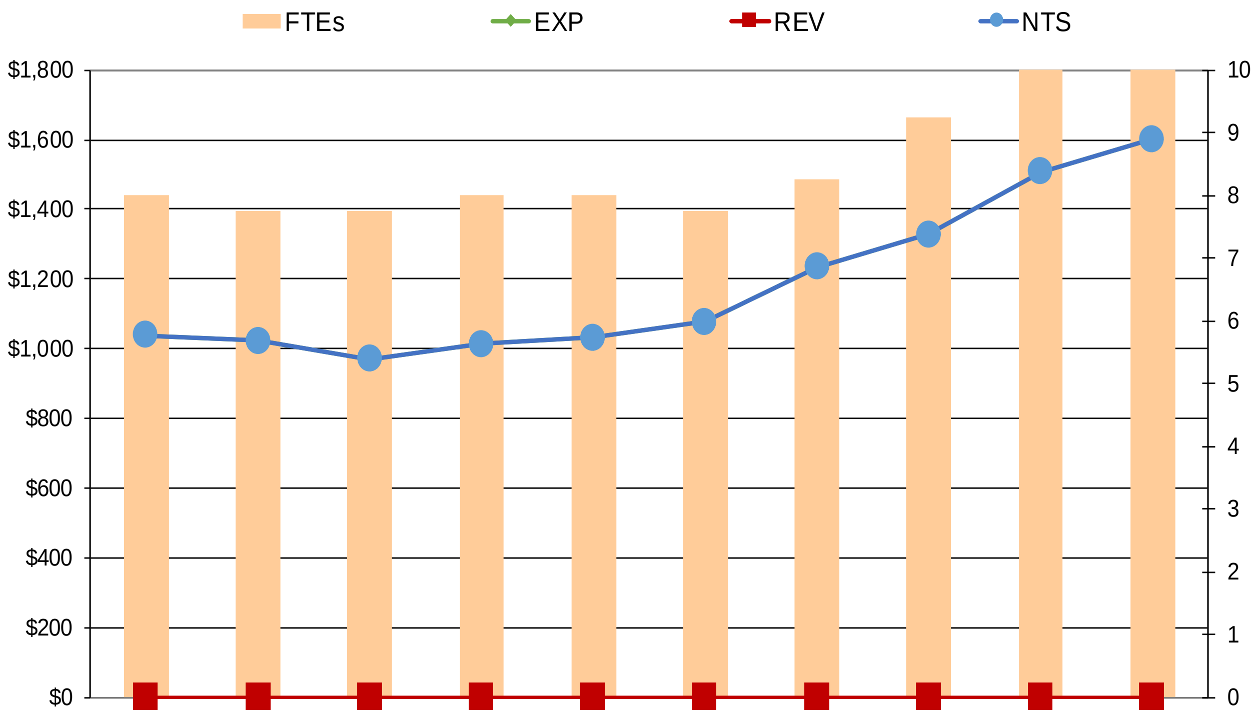
PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$73,612	$181,502	$191,391	5%
Non-Personnel	4,113	18,498	18,498	-
Total Expenditures	77,725	200,000	209,889	5%
Total Revenues	-	-	-	-
Net Tax Support	$77,725	$200,000	$209,889	5%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of audit plan complete	N/A	N/A	N/A	N/A	N/A	75%

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$1,039	$1,023	$971	$1,013	$1,033	$1,078	$1,235	$1,327	$1,509	$1,601
REV	-	-	-	-	-	-	-	-	-	-
NTS	$1,039	$1,023	$971	$1,013	$1,033	$1,078	$1,235	$1,327	$1,509	$1,601
FTEs	8.00	7.75	7.75	8.00	8.00	7.75	8.25	9.25	10.00	10.00

Fiscal Year	Description	FTEs
FY 2009	▪ The personnel budget reflects an increase due to the adoption in January 2007 of new County Board salaries effective January 1, 2008 through December 2011, with the new rates of $53,900 for the Chairman, and $49,000 for the other members on the Board. Since the increase occurred in the middle of FY 2008, the first half of the funding was included in the FY 2008 budget and the second half ($54,318) is added in the FY 2009 budget.	
FY 2010	▪ Funding was added for a one-time lump-sum payment of $500 for employees, excluding County Board Members ($4,446).	
	▪ A vacant Administrative Specialist position was eliminated ($15,016).	(0.25)
	▪ Non-personnel expenses reflect a 50% reduction in travel ($9,204) and savings realized in postage ($750) and legal advertising ($474) due to advancement in technology and efficiencies.	
FY 2011	▪ Non-personnel expenses are decreased in postage ($500), printing ($1,000), consultants ($1,000), employment agency temporaries ($1,000), and legal advertising ($1,000).	
FY 2012	▪ The County Board restored an Aide position to full-time ($17,671).	0.25
	▪ The County Board set a new maximum salary ceiling for the period January 1, 2012 through December 31, 2015 of $57,337 for Board members and $63,071 for the Board Chairman. Actual Board salaries for FY 2012 are the same as FY 2011.	
FY 2013	▪ The County Board approved a 2.3% increase in County Board salaries ($7,268). The Chair's salary will increase from $53,900 to $55,140, and Member salaries will increase from $49,000 to $50,127.	
FY 2014	▪ Eliminated a portion of an Administrative Assistant position ($14,170).	(0.25)
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).	1.0
FY 2017	▪ Converted a part-time Policy Analyst position to full-time.	0.50
	▪ Added non-personnel funding for the County Board Auditor to continue funding at the same level as FY 2016 ($18,498).	

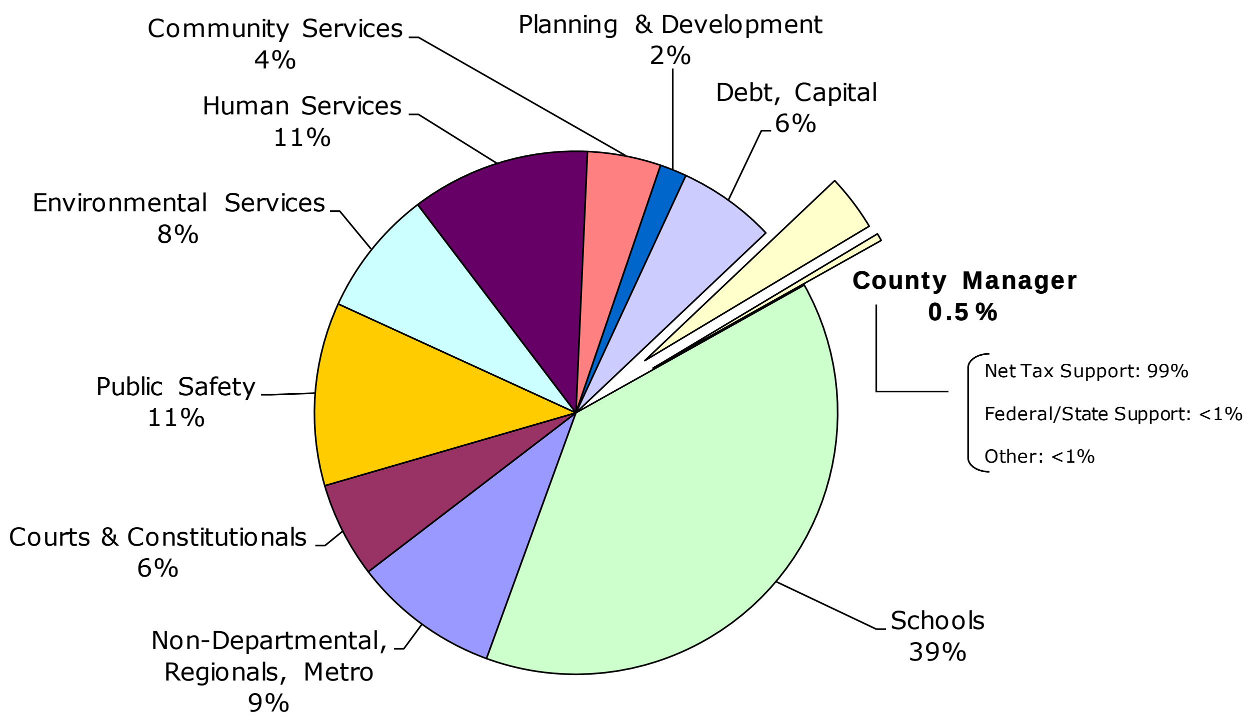
- The FY 2017 budget also includes a technical adjustment to correct the authorized FTE count for the Office of the County Board, there is no impact to net tax support. 0.25

OFFICE OF THE COUNTY MANAGER
Mark Schwartz, County Manager
2100 CLARENDON BLVD., SUITE 302, ARLINGTON, VA 22201
703-228-3120
countymanager@arlingtonva.us

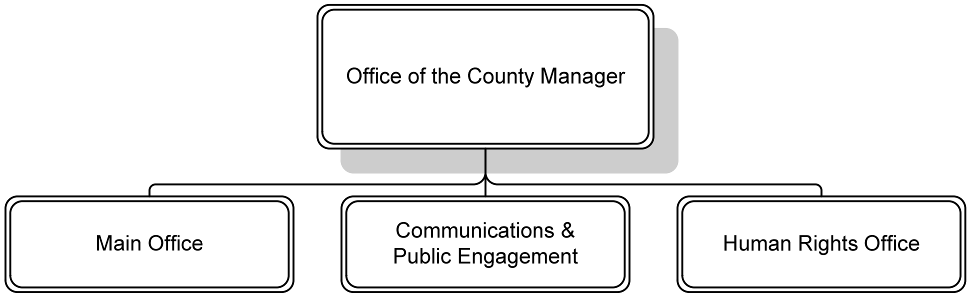
Our Mission: To assure that Arlington's government works

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Main Office

Communications & Public Engagement

Arlington TV (ATV)

Office of Human Rights

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the County Manager's Office is $5,748,354, a nine percent increase from the 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to conversion of a temporary part-time FTE to permanent full-time during FY 2016 Closeout to support web streaming of public meetings and work sessions ($56,705, 0.65 FTE), the addition of a legislative aide ($100,000, 1.0 FTE), the addition of a Joint Facilities Advisory Committee (JFAC) support position ($102,508, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to elimination of one-time funding for the Fair Housing Study ($50,000).
- ▪ The JFAC support position will assist the County with reviewing the capital facilities needs assessment, capital improvement plans and long range facility planning for both Arlington County Government and Arlington Public Schools. This position will be funded from general fund resources freed up from the reduction in the Crystal City TIF percentage from 33 percent to 30 percent.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,196,556	$4,775,353	$5,316,480	11%
Non-Personnel	439,380	541,874	491,874	-9%
Sub-total Expenditures	5,635,936	5,317,227	5,808,354	9%
Intra-County Charges	(56,946)	(60,000)	(60,000)	-
Total Expenditures	5,578,990	5,257,227	5,748,354	9%
Fees	18,067	3,000	3,000	-
Grants	197,886	28,500	28,500	-
Total Revenues	215,953	31,500	31,500	-
Net Tax Support	$5,363,037	$5,225,727	$5,716,854	9%
Permanent FTEs	37.00	33.00	36.00	
Temporary FTEs	0.35	0.35	-	
Total Authorized FTEs	37.35	33.35	36.00	

PROGRAM MISSION

To assure 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.
- Provide education and assistance to members of the public who have questions regarding the delivery of County programs and services.
- Represent the County's legislative interests before state, federal, and intergovernmental legislative bodies.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a legislative aide ($100,000, 1.0 FTE), the addition of a Joint Facilities Advisory Committee (JFAC) support position ($102,508, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- The JFAC support position will assist the County with reviewing the capital facilities needs assessment, capital improvement plans and long range facility planning for both Arlington County Government and Arlington Public Schools. This position will be funded from general fund resources freed up from the reduction in the Crystal City TIF percentage from 33 percent to 30 percent.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	2,475,918	$1,997,990	$2,216,148	11%
Non-Personnel	163,631	110,888	110,888	-
Total Expenditures	2,639,549	2,108,878	2,327,036	10%
Fees	3,045	3,000	3,000	-
Total Revenues	3,045	3,000	3,000	-
Net Tax Support	$2,636,504	$2,105,878	$2,324,036	10%
Permanent FTEs	10.00	10.00	12.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	10.00	12.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of staff reports reviewed, approved and processed for County Board meetings (Board Reports)	395	425	432	442	442	442
Percentage of Board Reports Posted with in 24 hours of County Board Meetings	N/A	N/A	1%	0.7%	0%	0%

- County staff members produce Board Reports for items on the County Board meeting agenda. The reports provide the County Manager's recommendation, background information, and details to support the decision-making process.
- The FY 2017 and FY 2018 estimates for the percentage of Board Reports posted within 24 hours of County Board Meetings reflect that it is the goal of the County Manager’s Office to post all board reports at least 24 hours before all County Board Meetings.

COMMUNICATIONS AND PUBLIC ENGAGEMENT

PROGRAM MISSION

To inform the public and promote civic engagement and public participation activities 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, Arlington Television (ATV), e-subscriptions, The Citizen newsletter, social media (Facebook, Twitter, Instagram); championing customer service improvements; and assisting residents by troubleshooting and identifying answers and solutions to address their concerns.

Communications and Public Engagement

- Serve as the central point of the County's public engagement efforts, helping to strengthen engagement across the organization.
- Serve as Resident Ombudsman and manage Constituent Services.
- Manage countywide communications strategies – both external and internal.
- Serve as the lead media relations agency for the County and coordinate emergency communications.
- Provide information 24 hours a day, seven days a week, via digital services and cable television. The County website provides access to all basic services in Spanish.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to actual salaries and benefits of new employees, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$984,842	$1,421,592	$1,620,457	14%
Non-Personnel	148,056	216,909	216,909	-
Sub-total Expenditures	1,132,898	1,638,501	1,837,366	12%
Intra-County Charges	(56,946)	(60,000)	(60,000)	-
Total Expenditures	1,075,952	1,578,501	1,777,366	13%
Total Revenues	-	-	-	-
Net Tax Support	$1,075,952	$1,578,501	$1,777,366	13%
Permanent FTEs	7.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of Newsroom pageviews per month	41,497	43,659	37,647	43,804	44,000	44,000
Number of subscribers to "Arlington Insider"	7,949	7,633	9,100	10,586	11,000	11,000
Social media subscribers	19,851	23,354	23,354	32,477	33,000	30,000
Total E-Subscribers	N/A	N/A	65,000	65,000	66,000	66,000
Total sessions/entrances on the County website (arlingtonva.us)	7,425,898	7,496,157	8,057,243	8,786,520	9,000,000	9,000,000

- The County began using a different newsroom and approach for sending news in FY 2015, which lowered the number of views.
- The increase is the number of subscribers to “Arlington Insider” is due to residents taking advantage of the enterprise wide e-subscription to request the tool.
- Social media subscribers include Facebook fans and Twitter followers.
- In FY 2015 the unit began using an enterprise-wide e-subscription tool that allows for the capture of a total view of unique subscribers, across all topics, which was not possible before.

PROGRAM MISSION

To inform the public – those who work, live and visit Arlington – and County employees about the County government's programs and services; to provide access to County information and community resources and promote Arlington's diverse and dynamic community. ATV is a key communications channel for the countywide Office of Communications and Engagement.

- Provide accessibility to government services and transparency in government through ATV (Comcast channels 74 and 25; Verizon channels 39 & 40), which runs 24 hours a day, seven days a week.
- Provide online video and archived video on the ATV website, Granicus, and YouTube.
- Cablecast and webcast live County Board meetings, work sessions and budget hearings; meetings of the Planning and Transportation commissions, and selected other public meetings with live closed-captioning.
- Produce news and informational programming on County policies and topics of interest to Arlington residents and assist with emergency management and crisis communications.
- Provide closed-captioning of all public meetings, public service announcements, and selected other programs.
- Produce video for internal viewing by Arlington County employees.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to conversion of a temporary part-time FTE to permanent full-time during FY 2016 Closeout to support web streaming of public meetings and work sessions ($56,705, 0.65 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$594,987	$585,545	$687,567	17%
Non-Personnel	68,814	88,179	88,179	-
Total Expenditures	663,801	673,724	775,746	15%
Total Revenues	-	-	-	-
Net Tax Support	$663,801	$673,724	$775,746	15%
Permanent FTEs	5.00	5.00	6.00	
Temporary FTEs	0.35	0.35	-	
Total Authorized FTEs	5.35	5.35	6.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of views of online videos	168,475	172,885	204,497	253,481	260,000	270,000

- Increased online video views are the result of an improved YouTube presence in combination with focused efforts to improve the content and form of videos on the web.

PROGRAM MISSION

To ensure that the Arlington community and its government organizations are free of discrimination and are accessible to persons with disabilities and limited English proficiency.

- Receive, investigate and resolve complaints alleging discrimination in the private sector in the areas of employment, housing, public accommodation, credit, education, and commercial real estate transactions.
- Monitor the Affirmative Action Plan, the Americans with Disabilities Act (ADA), Chapter 31 of the Arlington County Code, and Title VI and VII of the Civil Rights Act. Also, receive, investigate, and resolve internal equal employment opportunity complaints.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to elimination of one-time funding for the Fair Housing Study ($50,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$746,178	$770,226	$792,308	3%
Non-Personnel	26,793	125,898	75,898	-40%
Total Expenditures	772,971	896,124	868,206	-3%
Grants	17,500	28,500	28,500	-
Total Revenues	17,500	28,500	28,500	-
Net Tax Support	$755,471	$867,624	$839,706	-3%
Permanent FTEs	8.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	7.00	7.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Participants satisfied with EEO training	98%	94%	98%	97%	98%	95%
Percent of appeals upheld by the County's Human Rights Commission	100%	100%	100%	100%	100%	100%
Percent of cases investigated appealed by complainants	10%	9%	9%	8%	8%	10%
Percent of voluntary settlements	25%	12%	23%	21%	21%	20%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average case processing time (days)	260	264	270	277	265	270
EEO investigations completed	10	0	11	12	10	10
Employees assisted with reasonable accommodation requests	10	11	11	12	10	12
Number of consultations provided to staff in County departments and agencies	81	83	81	83	84	80
Number of persons assisted whose complaints did not require initiation of an investigation	346	328	298	305	326	330

- The "average case processing time (days)" relates to filed by external clients and not internal complaints filed by County employees.
- During FY 2014, no internal EEO complaints were submitted during the period July 1, 2013 – June 30, 2014.

PROGRAM MISSION

To provide adult probation supervision and rehabilitative services for Arlington County and the City of Falls Church.

- Ensure the safety of residents by providing 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.

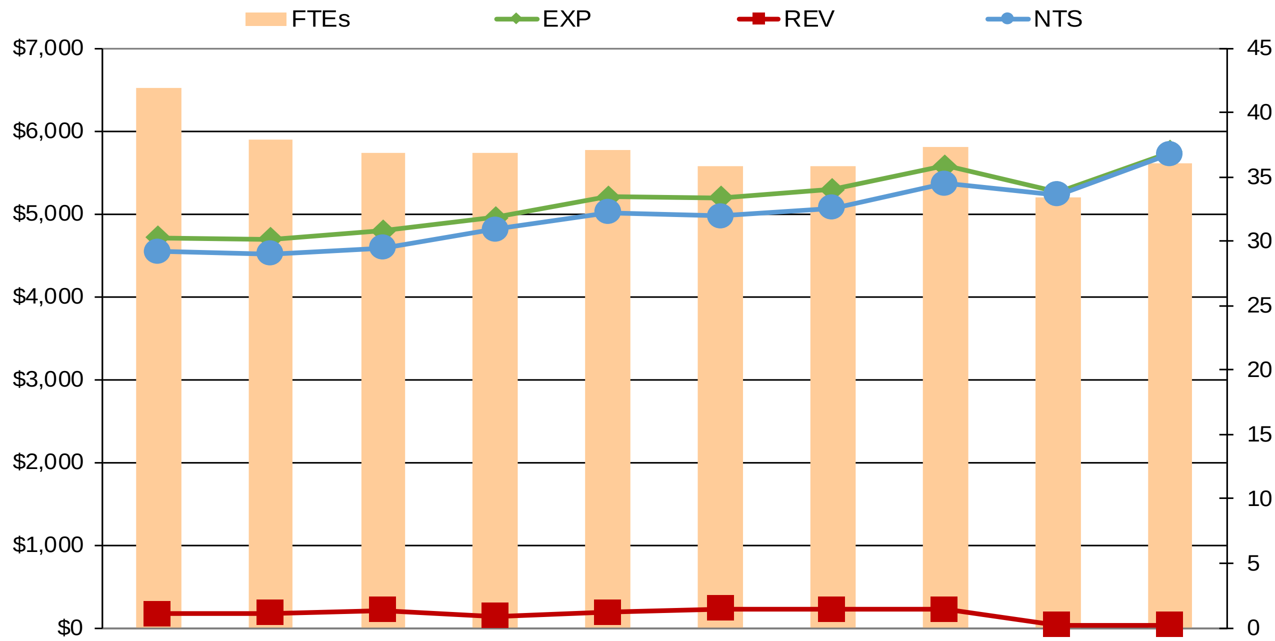
SIGNIFICANT BUDGET CHANGES

- In FY 2017 the Community Corrections Unit transferred to the Department of Human Services in order to collocate the unit with staff providing similar support services within the community.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$394,631	-	-	-
Non-Personnel	32,086	-	-	-
Total Expenditures	426,717	-	-	-
Fees	15,022	-	-	-
Grants	180,386	-	-	-
Total Revenues	195,408	-	-	-
Net Tax Support	$231,309	-	-	-
Permanent FTEs	4.00	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	4.00	-	-	-

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$4,706	$4,688	$4,794	$4,947	$5,199	$5,192	$5,287	$5,579	$5,257	$5,748
REV	$169	$175	$209	$141	$183	$227	$220	$216	$32	$32
NTS	$4,537	$4,513	$4,585	$4,806	$5,016	$4,965	$5,067	$5,363	$5,225	$5,716
FTEs	41.85	37.85	36.85	36.85	37.11	35.85	35.85	37.35	33.35	36.00

NOTE: FY 2009 includes expense and FTEs for the 7.35 FTE positions transferred from Libraries to the County Manager's Office during the fiscal year.

Fiscal Year	Description	FTEs
FY 2009	▪ County Board eliminated a vacant Investigator position from the Human Right's Office ($65,193).	(1.0)
	▪ Credit for turnover was increased ($101,592).	
	▪ Intra-County Charges ($50,644) are included to offset the salary and benefits of an Investigator position (0.5 FTE) that was added to the Human Rights Office as a supplemental appropriation during FY 2008. The position will provide oversight and monitoring duties on human rights issues related to the Disadvantaged Business Enterprise grant awarded to the County by the Federal Transit Administration.	
	▪ Increased State funding for community corrections activities ($7,835); reduced miscellaneous State grants ($1,000).	
	▪ As a budget reduction, a variety of accounts decreased including travel ($351), consultants ($245), unclassified services ($1,829), and printing charges ($3,000).	
	▪ The Website Coordination Program and the Arlington Virginia Network were transferred from the Department of Libraries to the Office of Communications and Public Affairs as part of a reorganization of corporate communications assets into one group (7.35 FTEs; $ 771,514).	7.35
	▪ *Includes a position originally approved as an FY 2008 supplemental appropriation to provide Disadvantaged Business Enterprises monitoring for transit projects, funded through capital project funding.*	*0.5*
FY 2010	▪ The County Board approved funding for a one-time lump-sum payment of $500 for employees ($20,940).	
	▪ The County Board added one FTE for a Capital Improvement Program Coordinator. The full cost of the position will be charged to Pay-As-You-Go Capital funds (PAYG).	1.0
	▪ One FTE was transferred to the Human Resources Department to manage the Corporate University Program ($112,263).	(1.0)
	▪ As part of County-wide administrative reductions, several positions were eliminated, including: one Deputy County Manager ($182,538); one Assistant to the Deputy County Manager position ($101,885); one Communications Division Chief ($113,190); and one Consumer Affairs Investigator ($63,357).	(4.0)
	▪ As part of County-wide administrative reductions, non-personnel funds were decreased in a variety of accounts, including: printing services, training, travel, memberships, temporary services, recruitment, office supplies, operating supplies, operating equipment, and unclassified services ($61,035). Consultant fees ($63,100) and costs associated with community events were also reduced ($4,750).	
FY 2011	▪ Reduced the consultant budget in the Main Office ($1,500), Communications and Public Affairs ($2,500), and Arlington Virginia Network (AVN) ($16,000).	
	▪ Eliminated one issue of *The Citizen*, saving outside printing costs ($8,000)	

Fiscal Year	Description	FTEs
	and postage ($14,000). ▪ Reduced general printing in Communications and Public Affairs ($5,180). ▪ Eliminated the van used as a mobile production truck by AVN ($9,936). ▪ Eliminated the Human Rights Supervisor ($88,438). ▪ Restored funds ($47,000) for the Fair Housing Survey to be conducted in FY 2011 to test for potential housing discrimination issues. The survey has been conducted every three years.	 (1.0)
FY 2012	▪ Eliminated funding for the Fair Housing Survey ($47,000). On March 12, 2011, as part of the revision to the goals and targets for affordable housing, the County Board set a goal of conducting the survey every other year; it will next be conducted in FY 2013. ▪ Decreased revenue due to the state's elimination of grants to local Disability Services Boards ($7,750) and reduction in community corrections funding ($1,417). Equal Employment Opportunity revenue reduced based on estimated number of complaints ($4,500).	
FY 2013	▪ The County Board added one-time funding for two walking town meetings ($29,600 personnel, $11,400 non-personnel, 0.26 temporary FTE). ▪ The County Board added $100,000 in one-time funding for civic engagement. ▪ Personnel includes the transfer of funding supporting a position in the Main Office from the Pay-As-You-Go Capital fund ($130,000). ▪ One-time funding is included for the Fair Housing Survey in the Office of Human Rights ($50,000). The survey was last conducted during FY 2011 and is now scheduled to take place every two years instead of the previous schedule of every three years. ▪ New fee revenue is included for fees for copying and postage for Freedom of Information Act (FOIA) requests ($3,000) not previously budgeted. ▪ Fee revenue includes Falls Church reimbursements for Community Corrections ($12,786), not previously budgeted.	0.26
FY 2014	▪ Personnel includes the transfer of 0.5 FTE to the Department of Human Resources ($45,836) and the elimination of 0.26 temporary FTE added in FY 2013 with one-time funds to initiate the PLACE Walking Town Meetings ($29,600). ▪ Eliminated one-time funding for the FY 2013 PLACE initiative project ($11,400) and the County fair housing study ($50,000). ▪ Eliminated an Administrative Specialist position ($45,836). ▪ Reduced funding for travel ($1,500) and print shop ($2,500) accounts. ▪ Reduced funding in unclassified services ($1,035), consultants ($2,000), and operating supplies ($1,500). ▪ Reduced funding for printing ($2,000).	(0.76) (0.5)

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.	0.50
	▪ *Technical adjustment to correct the County Manager's authorized FTE count to include Deputy County Manager's position that was already funded in the FY 2016 budget.*	*1.0*
	▪ *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.*	
FY 2017	▪ Transferred the Community Corrections Unit to the Department of Human Services ($429,983 in expense and $187,944 in revenue).	(4.0)
	▪ 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.	
	▪ *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.*	*(0.65)*

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DEPARTMENT OF MANAGEMENT AND FINANCE
Stephen Agostini, Director
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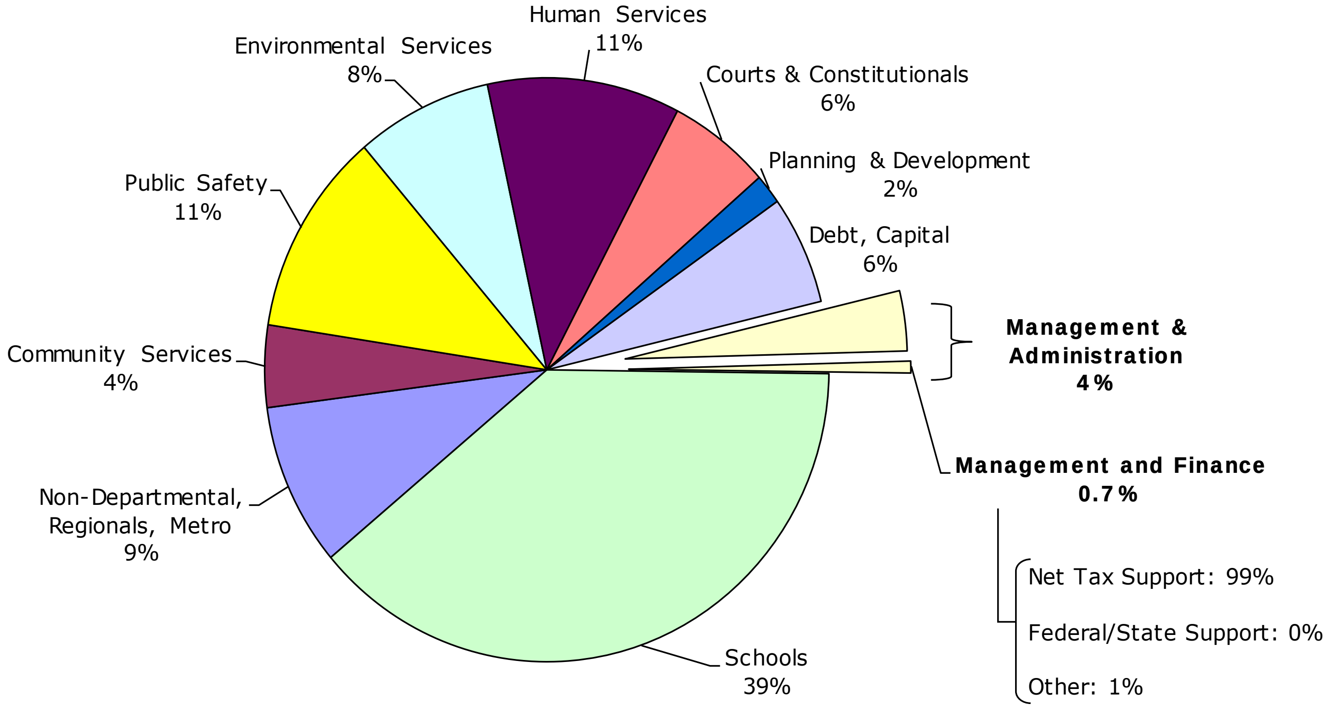
dmf@arlingtonva.us

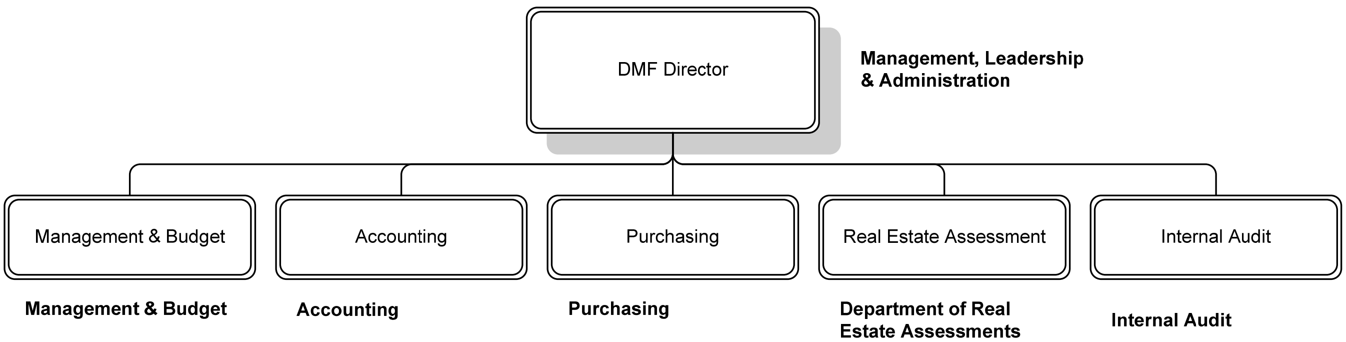
Our Mission: To ensure the prudent use of County resources

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Management and Finance is $8,066,201, a ten percent increase from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to employee salary increases, the hiring and reclassification of several positions above the FY 2017 budgeted level, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. In addition, a Capital Coordinator position is added to support the capital budgeting program ($160,000, 1.0 FTE) and a purchasing position was added to support the increasing demands of capital projects (no general fund support – salary charged to capital projects, 1.0 FTE).
- ↑ Non-personnel increases due to a software contractual increase ($2,647), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($149).
- ↑ 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).
- ↑ Transfers from other funds increases for administrative support to the Business Improvement Districts ($2,226).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,821,210	$6,593,872	$7,310,528	11%
Non-Personnel	658,820	753,175	755,673	-
Total Expenditures	6,480,030	7,347,047	8,066,201	10%
Fees	213,660	43,000	137,000	219%
Transfers From Other Funds	205,589	208,128	210,347	1%
Total Revenues	419,249	251,128	347,347	38%
Net Tax Support	$6,060,781	$7,095,919	$7,718,854	9%
Permanent FTEs	57.50	57.50	59.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	57.50	57.50	59.50	

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 Master Lease 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to retirement contributions based on current actuarial projections and the following personnel actions:
  - The addition of a Capital Fund Coordinator position ($160,000, 1.0FTE); and
  - The reclassification and transfer of a vacant Staff Support Technician to a Staff Administrative/Management Specialist from the Real Estate Assessments line of business ($75,442, 1.0 FTE).
- ↑ Fee revenue increases for the addition of administrative fees and annual property tax payment related to the Arlington/Alexandria Waste-to-Energy Plant ($87,000).
- ↑ Transfers from other funds increases for the administrative support to the Business Improvement Districts ($2,226).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,621,364	$1,770,965	$2,147,252	21%
Non-Personnel	116,809	137,851	137,851	-
Total Expenditures	1,738,173	1,908,816	2,285,103	20%
Fees	206,660	43,000	130,000	202%
Transfers from Other Funds	205,589	208,128	210,354	1%
Total Revenues	412,249	251,128	340,354	36%
Net Tax Support	$1,325,924	$1,657,688	$1,944,749	17%
Permanent FTEs	13.00	13.00	14.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.00	13.00	14.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes
Percent variance between actual tax revenue and third quarter projection	1.60%	1.30%	1.09%	1.38%	1.00%	1.00%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Government Finance Officers Association (GFOA) Distinguished Budget Award received (yes/no)	Yes	Yes	Yes	Yes	Yes	Yes

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 Comprehensive Annual Financial Report (CAFR).
- To provide financial information to County stakeholders.
- Liase with external Auditors on independent financial and compliance auditing services.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the reclassification and transfer of a Staff Support Technician to a Senior Staff Financial analyst from the Real Estate Assessments Line of Business ($190,476, 1.0 FTE), the hiring of a position above the FY 2017 budgeted level, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Fee revenue increases for the addition of administrative fees related to the Arlington/Alexandria Waste-to-Energy Plant ($7,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$957,809	$1,044,872	$1,299,465	24%
Non-Personnel	18,143	26,450	26,450	-
Total Expenditures	975,952	1,071,322	1,325,915	24%
Fees	7,000	-	7,000	-
Total Revenues	7,000	-	7,000	-
Net Tax Support	$968,952	$1,071,322	$1,318,915	23%
Permanent FTEs	8.00	8.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
CAFR received GFOA "Certificate of Achievement for Excellence"	Yes	Yes	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report (CAFR) received "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Auditor of Public Accounts Transmittal and CAFR prepared by state deadline	Yes	Yes	Yes	Yes	Yes	Yes

INTERNAL AUDIT

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 and annual work plan based on a County-wide risk assessment performed by a third party service provider.
- In conjunction with the County Manager's Office and other departments, manage the Financial Fraud, Waste, and Abuse hotline for employees and the public.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$23,038	$247,686	$258,750	4%
Non-Personnel	184,248	237,000	237,000	-
Total Expenditures	207,286	484,686	495,750	2%
Total Revenues	-	-	-	-
Net Tax Support	$207,286	$484,686	$495,750	2%
Permanent FTEs	1.50	1.50	1.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.50	1.50	1.50	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of audits completed	N/A	N/A	4	6	10	10

- The FY 2017 estimate is based on the number of audits completed in the first two quarters of FY 2016.

PROGRAM MISSION

To assist departments and agencies in the purchase of needed goods and services in a timely manner, while complying with legal requirements.

- Procure goods and services for customers at reasonable costs through fair and impartial purchasing actions, while allowing all qualified sellers access to County business.
- Assist in bidding strategies and contract development.
- Evaluate and implement technology that will streamline the County's purchasing processes.
- Participate in regional cooperative purchasing efforts to achieve cost reductions through volume buying.
- Dispose of surplus property and equipment.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to vacant positions filled at higher salaries, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

- The FTE amount increases due to the addition of a Purchasing Officer position that will be fully funded from the Capital Funds with no increase to net tax support in the General Fund (1.0 FTE).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$898,106	$1,010,349	$1,076,192	7%
Non-Personnel	36,086	38,010	38,010	-
Total Expenditures	934,192	1,048,359	1,114,202	6%
Total Revenues	-	-	-	-
Net Tax Support	$934,192	$1,048,359	$1,114,202	6%
Permanent FTEs	8.00	8.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of protests of purchasing actions upheld by a final authority (court)	0	0	0	0	0	0

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Emergency procurements processed	41	39	40	31	40	42
Formal bids and contracts processed	303	340	340	336	200	210
Informal bids and contracts processed	218	119	120	156	160	168
Sole source procurements processed	64	61	60	63	66	69

- In FY 2016, the balance between formal and informal bids shifted but the total number of bids remained consistant. The decrease in the number of formal bids can be attributed to the combining of solicitations to maximize economies of scale with the net effect being fewer bids, reduced administrative costs, and lower prices.

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 homeowners 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.
- Continue to evaluate new software technology that will enhance and streamline the County's assessment processes.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, partially offset by the transfer of two staff support technicians to the Management and Budget and Accounting lines of business ($195,069, 2.0 FTEs).

↑ Non-personnel increases due to software contractual increases ($2,647), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($149).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,320,893	$2,520,000	$2,528,869	-
Non-Personnel	303,534	313,864	316,362	1%
Total Expenditures	2,624,427	2,833,864	2,845,231	-
Total Revenues	-	-	-	-
Net Tax Support	$2,624,427	$2,833,864	$2,845,231	-
Permanent FTEs	27.50	27.00	25.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.50	27.00	25.00	

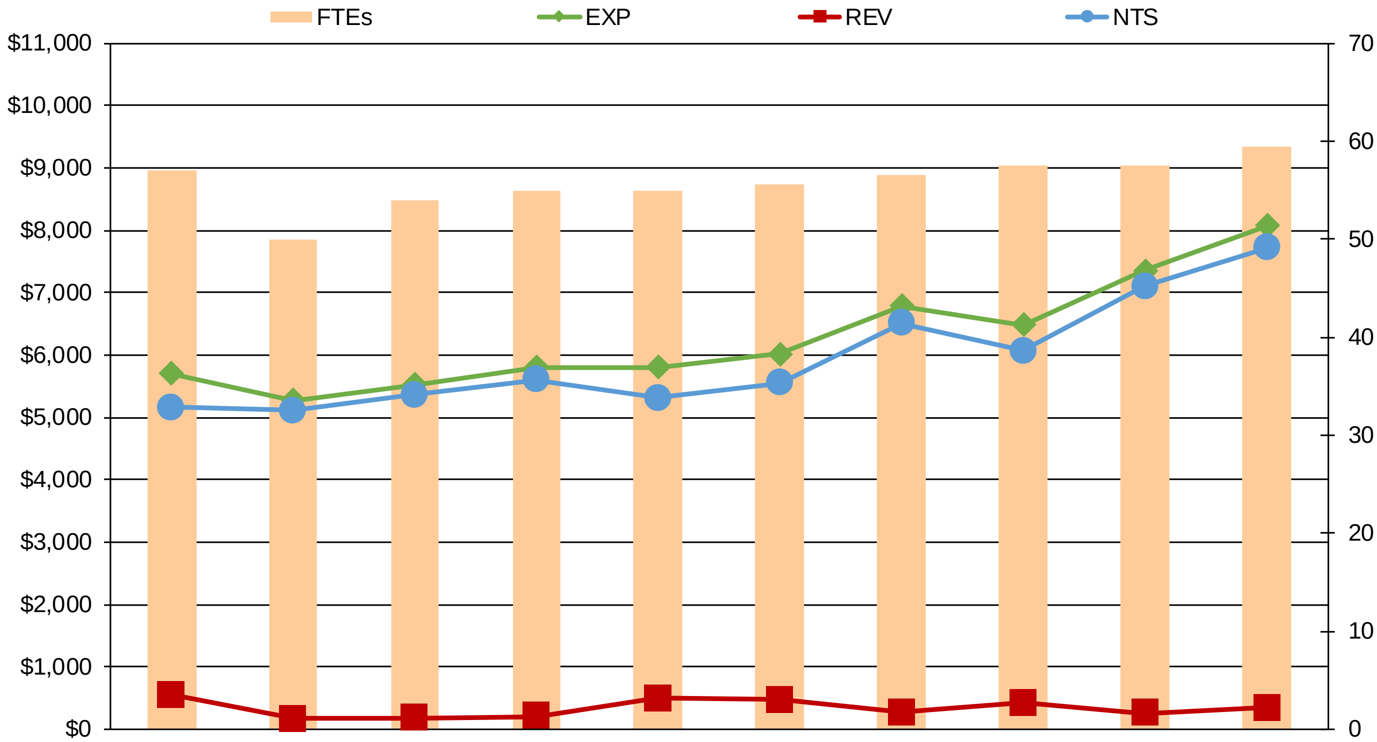
PERFORMANCE MEASURES

Critical Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate	CY 2018 Estimate
Assessment/sale ratio	0.92	0.88	0.95	0.95	0.95	0.95
Coefficient of dispersion	0.10	0.08	0.10	0.10	0.10	0.10
Price related differential (PRD)	1	1	1	1	1	1

Supporting Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate	CY 2018 Estimate
Deeds and wills reviewed by Real Estate staff	5,502	5,435	6,044	5,264	5,500	5,500
Number of Board of Equalization (BOE) appeals	204	290	560	525	500	500
Number of parcels appraised	65,397	65,983	66,055	66,125	66,225	66,300
Number of parcels inspected	3,787	7,020	7,988	7,462	7,500	7,500
Number of parcels reviewed	478	466	780	939	800	800
Real property tax base (in billions)	$62.90	$66.30	$69.20	$71.20	$73.00	$75.00

- 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.
- 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 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 most desirable PRD would be 1.
- The number of deeds and wills reviewed by Real Estate staff is based on activity in the market.
- The increased number of Board of Equalization (BOE) appeals in CY 2015 is related to the increased assessment values of commercial property in the County and also includes 257 BOE appeals from one Economic Unit.
- The increased number of parcels reviewed in CY 2015 and CY 2016 includes 257 reviews from one Economic Unit.
- The increase in parcels inspected in CY 2015 is due to more inspections for sales verification, permits, and assessment appeals. As the housing industry improves, additional inspections will be required.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$5,706	$5,276	$5,529	$5,805	$5,797	$6,018	$6,781	$6,480	$7,347	$8,066
REV	$544	$172	$174	$204	$492	$474	$273	$419	$251	$347
NTS	$5,162	$5,104	$5,355	$5,601	$5,305	$5,544	$6,508	$6,061	$7,095	$7,719
FTEs	57.00	50.00	54.00	55.00	55.00	55.50	56.50	57.50	57.50	59.50

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board added $178,159 in expense and offsetting revenue and two Real Estate Appraiser positions (2.0 FTE) to aid in the classification and assessment of commercial properties. The revenue is transferred from the Transportation Investment Fund, which was funded by an increase in the commercial real estate tax rate, in order to fund transportation related projects. ▪ Revenue increased as a result of newly implemented purchase card management program ($73,000). ▪ Eliminated Intra-County charges ($106,018) to Department of Environmental Services (DES) and Police Department's High Intensity Drug Trafficking Area (HIDTA) program.	2.0
FY 2010	▪ The County Board approved funding for one-time lump-sum payments of $500 for employees ($28,685). ▪ The Transportation Investment Fund transfer was eliminated. FY 2009 one-time funds are no longer required ($63,100) and other costs will be funded through the General Fund ($113,000). ▪ As part of County-wide administrative reductions, reception services were consolidated among the Departments of Management and Finance (DMF), Technology Services and Human Resources ($248,092). The services provided previously by the four DMF positions were either reassigned to the consolidated administrative group or redistributed to remaining DMF staff. ▪ As part of County-wide administrative reductions, three positions were eliminated including: one Accounting Coordinator in the Accounting Division ($125,406); one Administrative Technician in the Purchasing Division ($43,128); and one position in the Management and Budget Division ($124,283). ▪ Eliminated consultant funds available to the Committee on Program Performance ($104,500). ▪ As part of County-wide administrative reductions, non-personnel funds were reduced for consultant services ($30,500), contractual services ($19,008), employee training ($2,220), printing services ($6,785) and rental of buildings ($2,500).	
FY 2011	▪ The County Board added 6.0 FTEs (2.0 FTE permanent real estate appraisers, 1.0 FTE limited term real estate appraiser 2.0 FTE limited term data collectors and 1.0 FTE limited term administrative assistant), $256,500 in personnel funds, and $24,500 in non-personnel expenses to the Department of Real Estate Assessment. Additional staff will decrease the backlog of building permits to be reviewed and simultaneously increase real estate tax revenue. Staff will also assist with planned upgrades to the commercial mass appraisal (CAMA) system. ▪ Non-personnel expense increases include adjustments to the annual expense for the maintenance and replacement of County vehicles ($1,763), an increase in operating equipment ($5,000), an increase in consultants ($20,500) to cover an hourly pay increase for members of the	6.0

Fiscal Year	Description	FTEs
	Board of Equalization approved by the County Board in June 2009.	
	▪ Eliminate one Auditor position (1.0 FTE; $105,151), and increase consultant funds from $0 to $37,000 to partially mitigate the loss of this position.	(1.0)
	▪ Eliminate one Auditor position (1.0 FTE; $108,551) currently assigned to Purchasing.	(1.0)
FY 2012	▪ The County Board added 1.0 FTE to the Purchasing Division to assist with the increase in capital project solicitations ($108,551).	1.0
	▪ Non-personnel expenses increase due to the operating costs of the Department of Real Estate Assessment's new computer system to support the County's appraisal, assessment, and administrative processes ($84,040), which is launching in the third quarter of FY 2012, partially offset by decreasing vehicle costs ($1,925).	
	▪ Revenues increase due to higher revenue from the business improvement districts (BIDs), as well as the creation of the Ballston business improvement district in FY 2011 ($20,712). Fees charged to BIDS are a percentage of BID revenues generated by an additional tax on commercial properties.	
FY 2013	▪ No significant changes.	
FY 2014	▪ The County Board added one-time funding for a Capital Projects Coordinator in the Management and Budget Division ($131,645, 1.0 FTE).	1.0
	▪ Eliminated 0.5 of 1.0 FTE Assistant Director, Real Estate Assessment ($80,241) as part of the County-wide budget reductions.	(0.5)
	▪ Non-personnel expenses increased due to the addition of one-time funding for internal audit services and adjustments to the annual expense for the maintenance and replacement of County vehicles ($254,730).	
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).	1.0
	▪ *The County Board added one-time funding for internal audit as part of FY 2014 closeout ($200,000).*	
	▪ *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.*	
FY 2016	▪ Converted temporary Internal Audit Position to permanent ($50,912).	0.5

Fiscal Year	Description	FTEs
	▪ Converted previously authorized overstrength employee to permanent Financial Analyst to continue capital project monitoring in support of the County's growing CIP ($55,212).	0.5
	▪ 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.	
	▪ *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.*	
FY 2017	▪ No significant changes.	

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DEPARTMENT OF TECHNOLOGY SERVICES
Jack Belcher, Chief Information Officer
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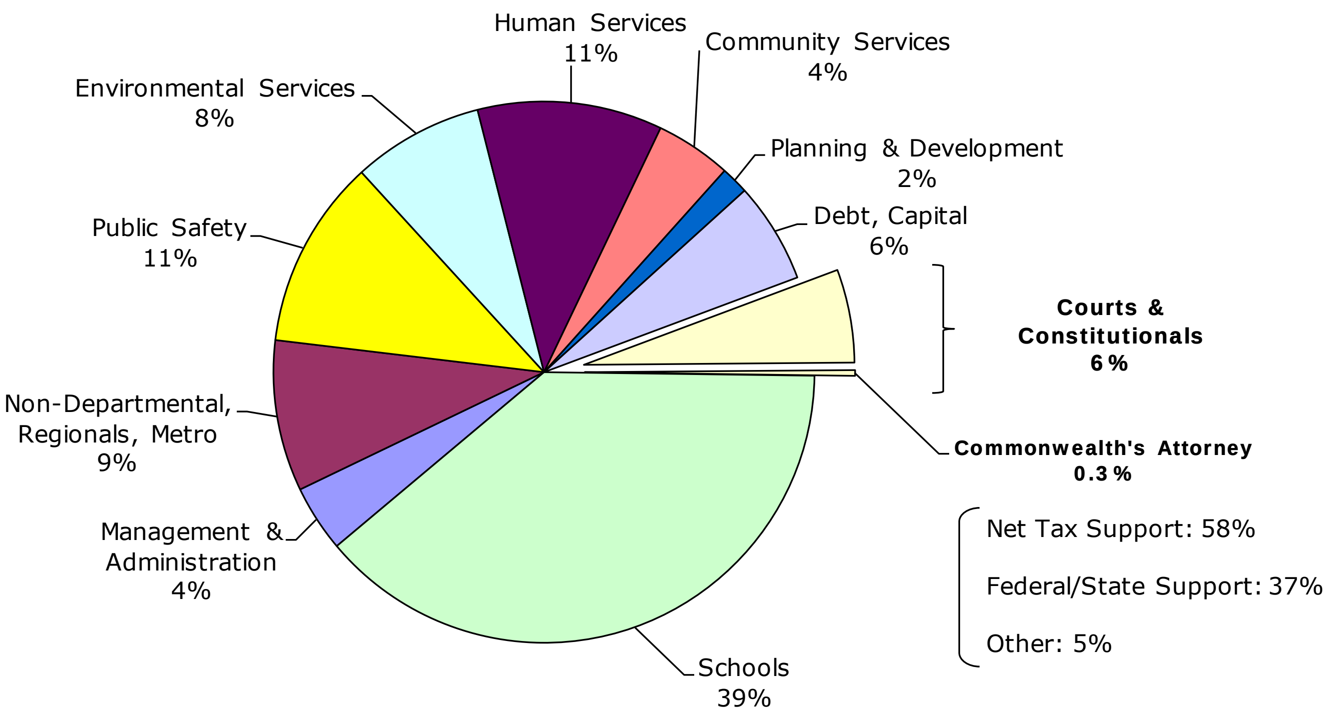
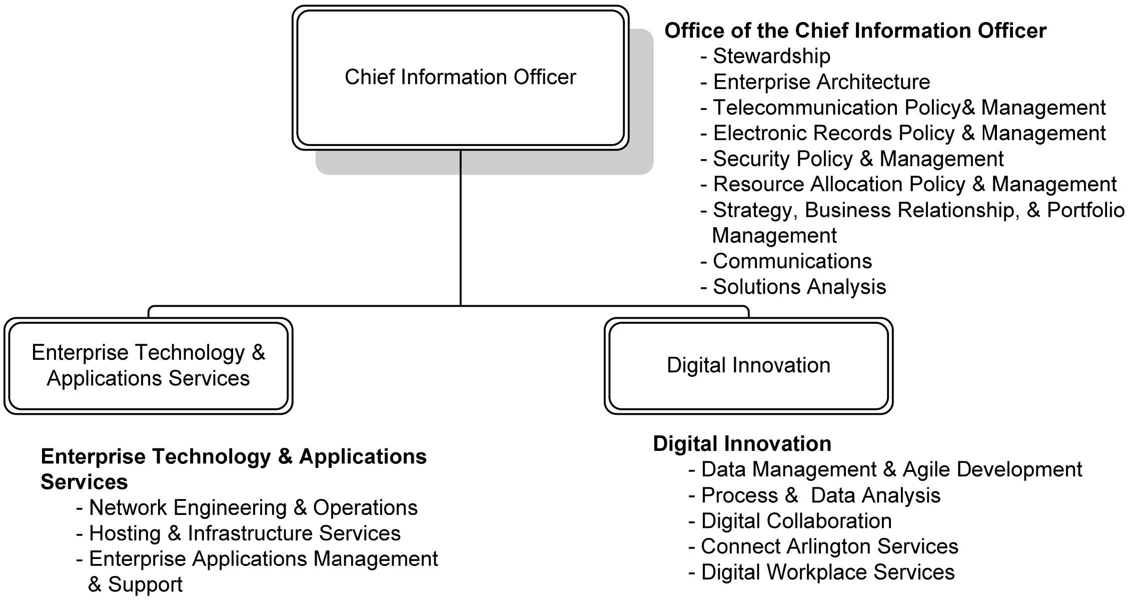
Our Mission: To provide technology resources for the County and set the vision for future technology investments

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Technology Services is $20,658,645, a three percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. These increases are offset by the transfer of a ConnectArlington Fiber Network Sales and Marketing position to Arlington Economic Development ($130,000, 1.0 FTE).
- ↑ Non-personnel increases due to increased software licensing costs ($88,800 one-time, $37,372 ongoing), maintenance costs for the County's revenue and collection system ($60,000), and increased data storage costs ($63,000), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($6,629), and the transfer of ConnectArlington sales and marketing funding to Arlington Economic Development ($50,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$11,210,003	$12,008,611	$12,489,428	4%
Non-Personnel	12,395,901	11,472,538	11,665,081	2%
Subtotal	23,605,904	23,481,149	24,154,509	3%
Intra County Charges	(3,800,099)	(3,495,864)	(3,495,864)	-
Total Expenditures	19,805,805	19,985,285	20,658,645	3%
Total Revenues	246,565	-	-	-
Net Tax Support	$19,559,240	$19,985,285	$20,658,645	3%
Permanent FTEs	78.00	78.00	77.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	78.00	78.00	77.00	

OFFICE OF THE CHIEF INFORMATION OFFICER

PROGRAM MISSION

Provide countywide leadership on the investment and adoption of technology to satisfy the technology needs of the government. The Office of the Chief Information Officer provides the services outlined below.

Stewardship

- Clearly define and communicate the business value of the County's technology investments as defined in the County's Digital Strategy.
- Preserve, refresh, and secure the County's technology infrastructure.

Enterprise Architecture

- Establish, maintain, and ensure compliance with the enterprise technologies architecture and standards.
- Define roadmaps for integration of the County's infrastructure and applications.

Telecommunications Policy and Management

- Administer cable television franchise agreements.
- Manage contract and licensing of the County's broadband telecommunications infrastructure.

Electronic Records Policy and Management

- Responsible for the coordination of full life-cycle management of the County's electronic and paper records, including the Arlington Archives project.
- Ensure compliance with policies and guidelines of the Library of Virginia.
- Establish and manage video policies, standards, and data collection.
- Coordinate the utilization of best practices in records management to ensure the privacy and security of County records.
- Facilitate appropriate access to County records pursuant to the Freedom of Information Act (FOIA).
- In collaboration with the Department of Libraries, establish and grow the Arlington Archives community project.
- Electronic Records Discovery

Security Policy and Management

- Define County information and infrastructure security/privacy policy and guidelines.
- Ensure compliance with County guidelines through education, awareness, and technology investments.
- Coordinate and implement strategies to ensure continuity of operations.

Resource Allocation Policy and Management

- Provide accurate budgeting, forecasting, and reporting of Department of Technology Services (DTS) costs.
- Provide financial analysis and advice for DTS initiatives and projects.
- Facilitate acquisitions of services, assets, and staff augmentation consistent with County technology policies.
- Provide financial oversight and review of technology initiatives to ensure accountability.
- Manage and implement human capital resourcing to satisfy current and future demands.

Strategy, Business Relationship, and Portfolio Management

- Ensure technology investment aligns with the County's Digital Strategy.
- Apply systematic management and oversight of the County's IT investments.

OFFICE OF THE CHIEF INFORMATION OFFICER

- Provide County-wide leadership in the definition and delivery of business value from technology investments.
- Fully engage internal County government stakeholders in achieving the goals and objectives stated in the County's Digital Strategy.
- Engage community to help define new technology services.

Solutions Analytics

- Identify existing in-house technologies or new technologies to satisfy new business requirements.
- Define project scope, budget, and acquisition approach.

Communications

- Ensure consistent, clear, and appropriate messaging for County technology strategies, policies, and initiatives.
- Inform community about the overall impact of the County's technology investments on quality of life.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of two Senior IT Analyst positions ($292,262, 2.0 FTEs). One position is being transferred in from Enterprise Technology and Application Services and the other position from Digital Innovation. Personnel increases are also increasing due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($6,629).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,590,531	$1,703,841	$2,055,228	21%
Non-Personnel	241,851	230,918	224,289	-3%
Total Expenditures	1,832,382	1,934,759	2,279,517	18%
Total Revenues	245,065	-	-	-
Net Tax Support	$1,587,317	$1,934,759	$2,279,517	18%
Permanent FTEs	11.00	11.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	13.00	

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.

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 also 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.
- IT Asset Management – procure, track, and manage IT hardware and software assets.
- End-point Device Management – configure, secure, and manage County-owned desktops, laptops, tablets, and mobile devices.

Network Engineering and Operations

- Secure, sustain, and refresh the County's network, data centers, and telephone technology infrastructure to provide for a wholly government-owned, redundant, and scalable fiber communications network.
- Network Management - plan, engineer, and maintain the County's technology data centers and networks with around-the-clock uptime and support.
- IT Security Operations - install and manage data security systems.
- ConnectArlington - deploy and manage a wholly government-owned broadband fiber network connecting County and Schools facilities, while also providing data backhaul for Public Safety radio communications and public wireless network expansion.
- Provide intra-building network connectivity for stage I Arlington Public School 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.
- Data Center Management and Hosting Services - manage the physical locations of the primary and backup Network Operations Centers, including Disaster Recovery (DR) and Continuity of Operations (COOP) plans for critical business systems.

Enterprise Applications Management and Support

- Manage a portfolio of business applications that are essential to the County's administrative and back-office enterprise functions.
- 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 COTS (Commercial-off-the-Shelf) software solutions that can automate internal business processes and deliver customer services in an efficient and cost effective manner.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of a Senior IT Analyst position to the Office of the Chief Information Officer line ($160,531, 1.0 FTE) and the transfer of a ConnectArlington Fiber Network Sales and Marketing position to Arlington Economic Development ($130,000, 1.0 FTE).
- ↑ Non-personnel increases due to increased software licensing costs ($88,800 one-time, $37,372 ongoing), maintenance costs for the County's revenue and collection system ($60,000), and increased data storage costs ($63,000), offset by the transfer of ConnectArlington sales and marketing funding to Arlington Economic Development ($50,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$7,374,337	$7,899,690	$8,096,169	2%
Non-Personnel	11,438,103	10,831,745	11,030,917	2%
Subtotal	18,812,440	18,731,435	19,127,086	2%
Intra-County Charges	(3,800,099)	(3,495,864)	(3,495,864)	-
Total Expenditures	15,012,341	15,235,571	15,631,222	3%
Total Revenues	1,500	-	-	-
Net Tax Support	$15,010,841	$15,235,571	$15,631,222	3%
Permanent FTEs	50.00	53.00	51.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	50.00	53.00	51.00	

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

PERFORMANCE MEASURES

Technology Support Center

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Call center average speed to answer	5.5 sec	5.6 sec	5.6 sec	4.1 sec	5.5 sec	5.0 sec
Closed work order requests	30,719	31,460	34,031	28,913	32,000	32,000
Incoming calls to call center	18,708	16,850	17,773	17,704	18,500	18,500
Number of managed wireless devices	2,304	2,325	2,104	2,659	3,180	3,700
Percentage of calls answered within standard time frame	95.9%	97.8%	96.8%	95.4%	96.0%	96.5%

- In FY 2016, closed work orders decreased due to a lower number of PC replacements, a new self-service password tool, and other help desk process improvements. The increase estimate for FY 2017 and FY 2018 is due to an increased amount of PC replacements.
- The number of Managed Wireless Devices is estimated to increase in FY 2018 due the County's focus on a more mobile workforce.

Network Engineering and Operations

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Scheduled INET availability	99.95%	99.95%	99.95%	99.97%	99.97%	99.97%
Scheduled telephone system availability	99.95%	99.95%	99.95%	99.95%	99.97%	99.97%
Viruses and malware blocked	N/A	N/A	N/A	25,000	40,000	65,000
Websites blocked	N/A	N/A	N/A	80,000	120,000	175,000

- As of FY 2015, the amount of viruses and malware blocked is being measured by a new tool to better track progress. The increase in the FY 2017 and FY 2018 estimate is due to an expected implementation of a Security Information and Event Management monitoring system that will detect and react to live virus and malware threats.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Arlington Public Schools (APS) bandwidth	N/A	N/A	N/A	3,150 MBPS	8,500 MBPS	9,500 MBPS
APS sites supported	N/A	N/A	N/A	11	38	38
ArlingtonWireless bandwidth	N/A	N/A	N/A	250 MBPS	350 MBPS	500 MBPS
Average internet bandwidth	360 MBPS	435 MBPS	560 MBPS	200 MBPS	250 MBPS	300 MBPS
Average Internet2 bandwidth	N/A	N/A	N/A	250 MBPS	400 MBPS	600 MBPS
Number of access points	N/A	250	350	472	650	800

- The above measurements are recorded in Megabytes Per Second (MBPS).
- The above Network Operations metrics were added for FY 2018 due to the support, integration and migration of the previous APS network to the ConnectArlington core network infrastructure. These metrics will help track network growth as the need for bandwidth increases in areas of Internet, Internet2, and the Wireless network.

Hosting and Infrastructure Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cloud data storage in Terabytes (TB)	9	8	13	18	70	100
County-managed data storage in Terabytes (TB)	36	42	58	68	85	95
Number of county servers supported	436	430	446	511	570	595

- The growth in cloud storage represents an increased demand in FY 2016 and beyond for file data and video storage.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

Enterprise Applications Management and Support

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
ACE (revenue and data collection system) uptime	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
PRISM (ERMS System) uptime	99.96%	99.86%	99.95%	99.95%	99.95%	99.95%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of filers using the customer assessment and payment portal (CAPP)	71,424	85,437	98,683	112,258	113,500	115,000
Number of records stored in County's Electronic Records Management System (ERMS) (in Millions)	5.7	7.2	8.1	9.3	10.4	11.7
Percent of Potential Filers Using CAPP	62%	74%	86%	98%	99%	100%

- The growth in the number of electronic records stored can be attributed to conversion of historic data information to digital and digitizing new data.

DIGITAL INNOVATION

PROGRAM MISSION

Provide strategic planning, informed decision-making, and responsive development to digital innovation initiatives that enable Arlington constituents access to high-quality digital information and services anywhere, anytime, on any device.

Provide Leadership in the areas of: transforming legacy systems to modern technologies, architecting systems for interoperability and openness, streamlining and optimizing County business processes, modernizing content publication methods, and delivering cost-effective, device-agnostic digital services.

Data Management and Agile Development

- Establish and execute programs that promote the management of data along with the acquisition and mobile responsive development of innovative solutions.
- Utilize an iterative, information-centric, user-centric, and agile approach to transform key innovations and concepts into tangible 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 services to citizens, improved interactions with business and industry, citizen empowerment through access to information, and more efficient government management.
- Apply flexible, robust data management approaches that promote interoperability among data platforms to ensure continuous data availability and business productivity.
- Oversee both the development and implementation of standards for IT services to assist in reducing redundancy, ensuring unified service delivery, and synchronizing digital platforms.
- Forge partnerships between County departments and with local community groups, the private sector, universities, and schools to support the identification, research, and development of innovative civic solutions.

Process and Data Analysis

- Work with internal and external stakeholders to refine business processes and develop a data-driven innovation strategy with the goal of fostering a culture of innovation, accessibility, efficiency, and accountability.
- Analyze and reengineer processes to improve customer service, optimize organizational workflow, and create cost effective measures.
- Promote transparency by leading efforts to collect, analyze, and disseminate data to the public and across County departments.
- Establish, benchmark, and track progress on County performance metrics with emphasis on improving the delivery of public outcomes, operational efficiencies, and customer solutions.
- Build partnerships with County leadership, local community groups, academic institutions, non-profits, and businesses to support research and development efforts that promote data-driven decision making.

Digital Collaboration

- 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.
- Identify workplace tools to allow multiple people or groups to interact and share information to achieve common goals.
- Facilitate external engagement using digital tools and processes to create and promote idea exchanges.

DIGITAL INNOVATION

- Transform customer experiences by identifying, uniting, and strengthening the County's digital assets.
- Apply an information-centric and user-centric approach to developing a network of websites for government services.

ConnectArlington Services

- Develop and maintain high-quality service and support capability for the ConnectArlington program (CA). Engage with internal and external customers and form partnerships with key stakeholders to include other jurisdictions, military bases, higher education institutions, dark/lit fiber providers, telecommunications providers, internet service providers, commercial building owners, tenants, and property managers.
- 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 IoT (internet of things) RF and W-Fi transmissions. Provide leadership and advice to business issues and challenges with respect to providing dark fiber services to external entities.
- Provide input and guidance on the construction and operations of CA infrastructure to deliver projects and service on-time and within budget, while ensuring excellent customer service and responsiveness.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of a Senior IT Analyst position to the Office of the Chief Information Officer line of business ($131,731, 1.0 FTE), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,245,135	$2,405,080	$2,338,031	-3%
Non-Personnel	715,947	409,875	409,875	-
Total Expenditures	2,961,082	2,814,955	2,747,906	-2%
Total Revenues	-	-	-	-
Net Tax Support	$2,961,082	$2,814,955	$2,747,906	-2%
Permanent FTEs	14.00	14.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	14.00	13.00	

DIGITAL INNOVATION

PERFORMANCE MEASURES

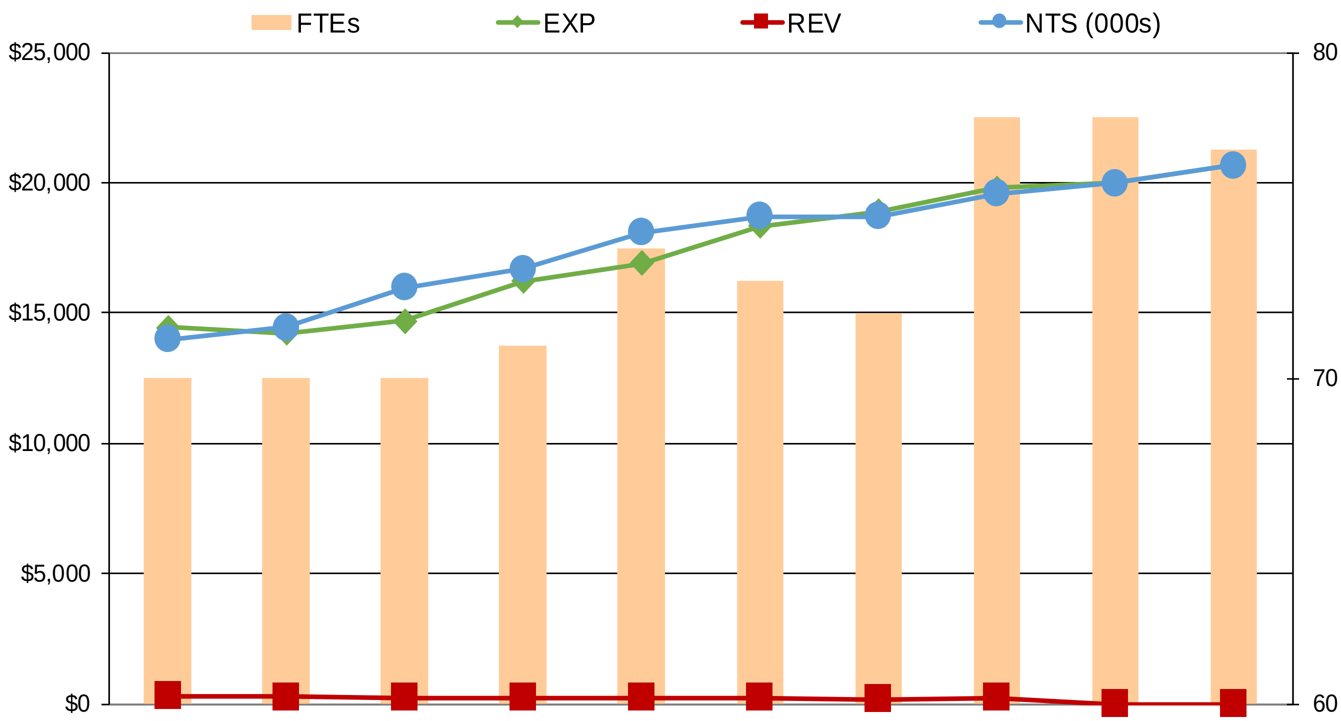
Digital Collaboration

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Uptime/availability of website, intranet, and related systems	99%	99%	99%	99%	99%	99%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
My Arlington mobile app downloads (% of population with the App)	N/A	N/A	N/A	2%	5%	10%

- The “My Arlington Mobile App” was introduced in FY 2016 and its usage is projected to increase due to the increased demand for 24/7 government service.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$14,453	$14,232	$14,679	$16,204	$16,908	$18,319	$18,876	$19,806	$19,985	$20,659
REV	$292	$262	$240	$235	$233	$239	$182	$247	-	-
NTS	$13,970	$14,439	$15,969	$16,675	$18,080	$18,693	$18,694	$19,559	$19,985	$20,659
FTEs	70.00	70.00	70.00	71.00	74.00	73.00	72.00	78.00	78.00	77.00

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board eliminated a vacant Administrative Assistant position ($31,363, 1.0 FTE) in the Office of the Chief Information Officer.	(1.0)
	Transferred 1.0 FTE from Human Resources to DTS for PRISM Support.	1.0
	▪ Non-personnel increases reflect non-discretionary contract increases partially offset by service reductions in Network and Infrastructure support ($160,000), the elimination of a test instance for the PRISM database ($70,000), and various reductions to outside consultants ($85,000), contracted staff ($26,194), training (3,500) and travel (5,000).	
	▪ *Includes the transfer as an FY 2008 supplemental appropriation of two positions from Libraries for web technical services.*	*2.0*
	▪ *Includes a technical correction to the FTE count for the Department.*	*0.25*
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($40,159).	
	▪ Transfer of 1.0 FTE to the Human Resources Department ($104,431) and reduction in the use of administrative contractual services ($62,312) as part of a consolidation of reception services between the Departments of Management and Finance, Human Resources and Technology Services.	(1.0)
	▪ Added funding for an overstrength position ($139,252) in the Applications Division to work on application development and implementation efforts.	
	▪ Eliminated the e-Government Services Director ($182,788, 1.0 FTE) and an Applications Developer ($87,839, 1.0 FTE) in the Applications Services Division, and repurposed these positions to allow DTS to convert two analyst positions currently filled by contractors to FTEs. By converting contractors to full time employees, the Application Services Division reduced contracting costs by $374,400, resulting in a net savings to the County of $103,773.	
	▪ Reduced contract costs associated with the County website ($51,242), County mainframe contract costs ($144,000), maintenance and support contract costs ($137,752), and maintenance and support contract costs for Microsoft Messaging Enterprise Agreement and Envision software ($153,000).	
	▪ Eliminated the contracted Telecommunications Manager ($150,000) in the Infrastructure and Network Services Division.	
	▪ Eliminated one of two high-speed, high-volume network printers ($25,000).	
	▪ Eliminated two of five Network Analyst positions in the Infrastructure and Network Services Division ($211,646, 2.0 FTE), and repurpose these positions to allow DTS to convert two positions currently filled by contractors to FTEs. By converting contractors to full time employees, the Division will reduce contracting costs by $271,949 resulting in a net savings to the County of $60,303.	
	▪ Converted an overstrength position into full time position ($106,649, 1.0 FTE) to support current demands on the PRISM system.	
	▪ Increased funding for non-discretionary contract increases ($142,095).	

Fiscal Year	Description	FTEs
FY 2011	▪ The County Board added contractual support funding to help manage and maintain the new ACE System implemented in the Office of the Treasurer and the Office of the Commissioner of the Revenue ($378,000, consisting of $250,000 in ongoing funding, and $128,000 in one-time support to be replaced in FY 2012 with funds and a position reallocated from the Treasurer's Office).	1.0
	▪ Eliminated support for premised-based Microsoft Sharepoint ($18,000).	
	▪ Eliminated the web content management system consulting costs ($30,000).	
	▪ Eliminated the Information Systems Analyst in Core Business Applications ($127,808, 1.0 FTE).	(1.0)
	▪ Reduced Oracle hosting costs from $310,000 to $250,000 ($60,000).	
	▪ Reduced operating equipment costs ($95,567).	
	▪ Reduced contract labor costs ($55,000) to reflect equivalent of one-week furlough.	
	▪ Converted two positions currently filled by contractors to FTEs ($255,440, 2.0 FTEs). Contract labor costs will be reduced by $305,440 resulting in net savings of $50,000.	2.0
	▪ Increased funding for non-discretionary contract increases ($171,281).	
FY 2012	▪ The County Board restored 1.0 FTE to support mission-critical systems ($137,500).	1.0
	▪ Reallocated two positions - one from the Treasurer's office and one from the Commissioner of Revenue – to support ACE operations ($260,311, 2.0 FTEs).	2.0
	▪ Non-personnel costs increase primarily due to operating costs related to moving the County's email system to a hosted provider ($283,552), costs for server support and offsite data back-up for the new Real Estate Assessment and Appraisal system ($60,000), contract increases ($10,252), and increased network operations costs for the new Artisphere facility ($20,000). These increases are partially offset by a transfer of Network Operating Center maintenance costs to the Department of Environmental Services ($49,000) and deduction of one-time support in FY 2011 for the ACE system ($128,000).	
FY 2013	▪ The County Board added $10,000 of one-time funding and $20,000 of ongoing funding to support electronic court records.	
	Increased licensing costs related to the County's email system ($53,000), data backup system ($38,000) and initial implementation of an encrypted email system ($30,000).	
	▪ Increased bandwidth costs for one of the County's internet circuits ($86,820).	
	▪ Increased support costs for the County's Emergency Communications Center ($100,000).	

Fiscal Year	Description	FTEs
	▪ Addition of a security engineer contractor ($244,400).	
	▪ *One position was transferred from the Printing Fund to create a Chief Records Management Officer.*	*1.0*
	▪ *One position was transferred from the Office of Emergency Management to create the Public Safety Technology Coordinator.*	*1.0*
FY 2014	▪ Increased software license and maintenance costs ($133,215).	
	▪ Increased network support costs related to the new Arlington Mill Community Center ($14,439).	
	▪ Eliminated the SharePoint Administrator position ($128,912).	(1.0)
	▪ Eliminated a Senior IT Analyst/Project Manager position ($166,050).	(1.0)
	▪ Eliminated the Electronic Records Management (ERMS) OnBase Technical Lead position ($185,768).	(1.0)
	▪ Eliminated after hours support for the Help Desk ($25,000).	
	▪ Removal of FY 2013 one-time funding for electronic court records ($10,000).	
	▪ Decreased revenue due to the expiration of the cable franchise agreement with Comcast.	
	▪ *In FY 2014, the County entered an enterprise agreement with Microsoft in order to more efficiently purchase currently-used Office software and to add several collaboration and productivity software products to the suite of tools ($538,438).*	
FY 2015	▪ A Public Safety Technology Coordinator position was transferred from DTS to Police ($171,805).	(1.0)
	▪ 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).	
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).	4.0
	▪ Addition of a Project Manager and Administrative Specialist associated with the operation of the second phase of Connect Arlington ($208,000).	2.0
	▪ Addition of operating costs for the second phase of Connect Arlington ($292,000).	
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).	

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HUMAN RESOURCES DEPARTMENT
Marcy Foster, Director
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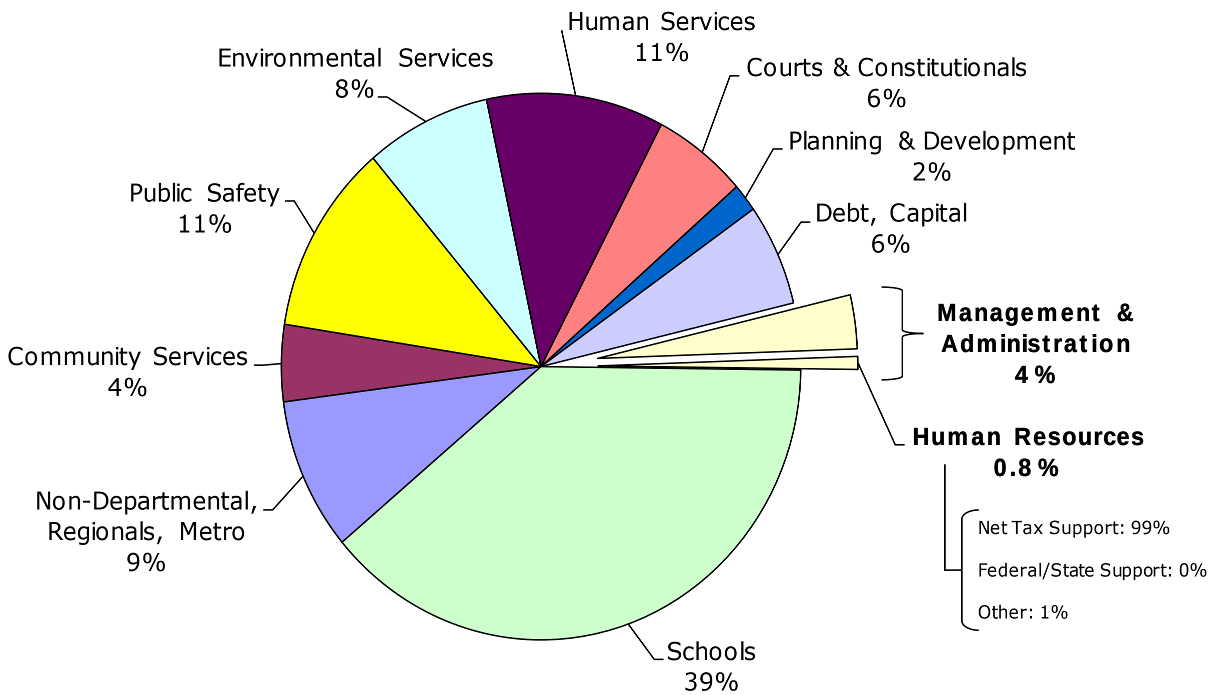
Our Mission: To provide leadership and expertise to attract, develop, and retain a high performing and diverse workforce

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 2018 Proposed Budget - General Fund Expenditures



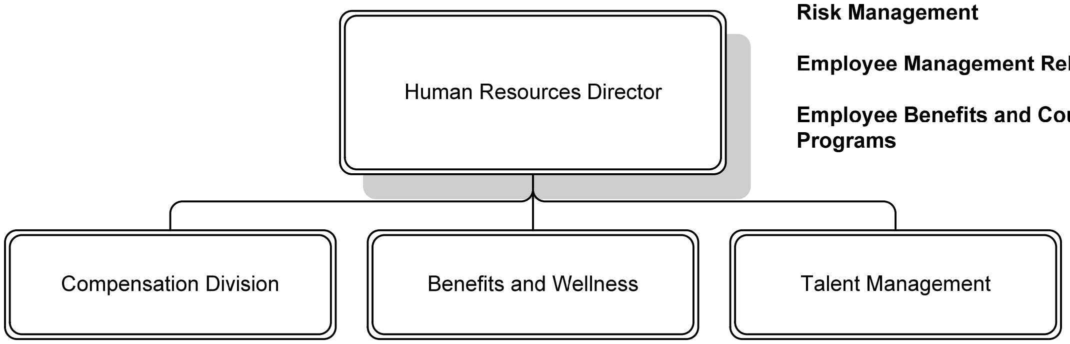
LINES OF BUSINESS

Office of the Director

Risk Management

Employee Management Relations

Employee Benefits and County-Wide Programs



Compensation

Classification

Payroll

Recruitment & Staffing

Benefits & Wellness Services
- Healthsmart Program
- Reception and Administrative Support Services

Training & Organizational Development

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Human Resources Department is $9,525,537, a two percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases in County-Wide Programs due to the reallocation of County Ethics Initiative Funding ($20,000) to Non-Departmental, which is partially offset by contractual increases ($6,610).
- ↑ Revenue increases reflect the salary and benefits increase of the Safety Specialist funded by Arlington Public Schools ($4,649).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$6,549,055	$6,843,510	$7,074,146	3%
Non-Personnel	566,410	610,235	613,541	1%
Employee Benefits and County-wide Programs	1,668,189	1,854,546	1,837,850	-1%
Total Expenditures	8,783,654	9,308,291	9,525,537	2%
Total Revenues	132,464	137,964	142,613	3%
Net Tax Support	$8,651,190	$9,170,327	$9,382,924	2%
Permanent FTEs	52.00	53.00	53.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	52.00	53.00	53.00	

OFFICE OF THE DIRECTOR

PROGRAM MISSION

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

- Set departmental priorities and develop County-wide Human Resources policy.
- Oversee daily operations and evaluate effectiveness of programs.
- Provide advice and assistance to County officials on human resource related issues.
- Provide internal support for the Human Resources Department.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance and retirement contributions based on current actuarial projections, and the reallocation of a Human Resources/OD Specialist from Talent Management to the Director's Office ($131,230 1.0 FTE) as part of a recent reorganization.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$896,259	$862,873	$1,041,665	21%
Non-Personnel	362,943	560,266	563,572	1%
Total Expenditures	1,259,202	1,423,139	1,605,237	13%
Total Revenues	-	-	-	-
Net Tax Support	$1,259,202	$1,423,139	$1,605,237	13%
Permanent FTEs	5.00	5.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.00	5.00	6.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
County employee turnover rate	9%	8%	10%	10%	9%	9%
Percent of employees retained one year after hire	83%	81%	74%	TBD	76%	80%

- A combination of the improving economy in the Washington area with more job opportunities and the number of retirements resulted in an increase in the employee turnover rate in FY 2015 and FY 2016.
- For the percent of employees retained one year after hire, the FY 2016 Actual is TBD because the FY 2016 actual data will not be available until the end of FY 2017.

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 for both County and Schools.
- Ensure County compliance with Occupational Safety and Health Administration (OSHA) and other safety regulations.
- Provide training and accident review feedback to the operators of County vehicles to ensure safe and courteous operation of those vehicles.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenue increases reflect the salary and benefits increase of the Safety Specialist funded by Arlington Public Schools ($4,649).
- Non-personnel expenses for Risk Management are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$672,105	$671,360	$695,033	4%
Non-Personnel	8,856	-	-	-
Total Expenditures	680,961	671,360	695,033	4%
Total Revenues	132,464	137,964	142,613	3%
Net Tax Support	$548,497	$533,396	$552,420	4%
Permanent FTEs	5.00	5.00	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.00	5.00	5.00	

RISK MANAGEMENT

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of lost time accidents per 100 FTEs	2.0	2.2	2.1	1.6	1.5	1.5
Number of reportable OSHA accidents per 100 FTEs	8.8	5.1	4.9	4.5	4.3	4.3

- The estimated number of lost time accidents per 100 FTEs and the number of reportable OSHA accidents are decreasing as a result of revamping the Safety Program and the availability of online Safety training, combined with personnel changes, such as enhancing Safety staffing in selected departments.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of defensive driving classes taught	26	26	28	32	35	35
Number of General Liability and Auto Liability claims handled	283	291	305	305	300	300
Number of training seminars	82	94	95	95	100	100
Percent of cost recovery on third-party damage to County vehicles	99%	99%	99%	99%	99%	99%
Percent of worker's compensation claims reported within 24 hours	94%	95%	96%	97%	97%	99%

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.

SIGNIFICANT BUDGET CHANGES

- Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, offset by a vacancy being filled at a lower salary.
- Non-personnel expenses for Employee Management Relations are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$215,750	$263,257	$263,302	-
Non-Personnel	3,295	-	-	-
Total Expenditures	219,045	263,257	263,302	-
Total Revenues	-	-	-	-
Net Tax Support	$219,045	$263,257	$263,302	-
Permanent FTEs	2.00	2.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	2.00	2.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Adverse actions processed	137	144	143	142	141	141
Grievances filed	6	7	8	8	9	8
Training sessions conducted	29	19	28	30	37	40

- The FY 2017 and FY 2018 estimates for adverse actions processed is based on the number of adverse actions processed in the first two quarters of FY 2017.

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.
- 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 up to $1,900 per year 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.

SIGNIFICANT BUDGET CHANGES

↓ Non-personnel decreases due to the reallocation of County Ethics Initiative Funding ($20,000) to Non-Departmental, which is partially offset by contractual increases ($3,304).

EMPLOYEE BENEFITS AND COUNTY-WIDE PROGRAMS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Personnel	$678,110	$778,512	$778,512	-
Non-Personnel	990,079	1,076,034	1,059,338	-2%
Total Expenditures	1,668,189	1,854,546	1,837,850	-1%
Total Revenues	-	-	-	-
Net Tax Support	$1,668,189	$1,854,546	$1,837,850	-1%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Death Benefits	$11,030	$5,000	$5,000	-
Unemployment Compensation	76,990	135,000	135,000	-
Employee Assistance	447,818	516,472	516,472	-
Employee Development	226,981	221,342	204,359	-8%
Recognition Programs	15,541	13,000	13,000	-
Tuition Reimbursement	273,166	325,500	325,500	
Live Where You Work Grants	95,800	155,012	155,012	-
Safety	14,144	57,500	57,500	-
Short-Term Disability	205,583	145,000	145,000	-
Consultants	167,992	50,470	50,757	1%
Background/Drug/Language Tests	29,003	75,250	75,250	-
Recruiting and Outreach	104,141	155,000	155,000	-
Total Expenditures	$1,668,189	$1,854,546	$1,837,850	-1%

TALENT MANAGEMENT

PROGRAM MISSION

Provide the expertise to attain 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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to reallocation of a Human Resources/OD Specialist from Training & Organizational Development to the Director's Office ($131,230 1.0 FTE) as part of a recent reorganization, partially offset by employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- Non-personnel expenses for Talent Management are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$614,986	$825,384	$640,887	-22%
Non-Personnel	12,923	-	-	-
Total Expenditures	627,909	825,384	640,887	-22%
Total Revenues	-	-	-	-
Net Tax Support	$627,909	$825,384	$640,887	-22%
Permanent FTEs	5.38	5.38	4.38	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.38	5.38	4.38	

TALENT MANAGEMENT

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average development investment per employee	$93	$90	$96	$106	$108	$102

- In FY 2014, the Training and Organizational Development contract was re-bid and contractor rates increased. However, in FY 2014, the number of courses led by County staff instructors increased from 36 percent to 43 percent, which lowered the average development investment per employee.
- The actuals for FY 2015 and FY 2016 reflect required increases for the vendors paid through the employee development contract.
- The FY 2017 increase reflects an increase in tuition reimbursement for County employees to $1,900/year.
- The FY 2018 estimated decrease reflects an anticipated increase in the number of courses led by County staff instructors, instead of using outside vendors, resulting in savings for the cost of development investment per employee.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of employees involved with Organizational Development (OD) processes (e.g. team building, coaching)	1,598	1,541	1,658	1,711	1,750	1,775

COMPENSATION & RECRUITMENT & STAFFING

PROGRAM MISSION

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

Compensation

- 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.
- Process bi-weekly payroll for employees.
- Enter and maintain all personnel actions.
- Provide meaningful and timely payroll, leave information, and reports to managers and employees.

Recruitment and Staffing

- 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, conduct, and evaluate entry-level testing and promotional assessment centers for public safety occupations.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- Non-personnel expenses for the Compensation Division are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,509,751	$2,595,938	$2,720,519	5%
Non-Personnel	12,484	-	-	-
Total Expenditures	2,522,235	2,595,938	2,720,519	5%
Total Revenues	-	-	-	-
Net Tax Support	$2,522,235	$2,595,938	$2,720,519	5%
Permanent FTEs	19.63	20.63	20.63	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.63	20.63	20.63	

PERFORMANCE MEASURES

Compensation

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of days to classify job (from receipt of request to allocation memo)	21	17	13	17	20	20
Percent of classification actions completed within 60 days	100%	100%	98%	99%	95%	95%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Individual positions classified	139	253	195	201	200	200

- In FY 2013, Compensation Maintenance Program studies were completed for Public Safety, Clerical, and Construction Inspectors which included over 1,000 employees and resulted in a higher average number of days to classify a job.
- In FY 2014, the individual positions classified increased because several job studies with a high number of incumbents were completed. In FY 2015, the Compensation Maintenance Program studies continued in smaller classification pools, resulting in fewer positions classified. In FY 2016, the Compensation Maintenance Program studies were concluded resulting in an increase in the number of individual positions classified.

Recruitment and Staffing

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average time to fill a job (days from receipt of request to hire date)	91	85	99	90	90	90
Female applicants as a percent of total applicants	49%	51%	51%	53%	53%	53%
Minority applicants as a percent of total applicants	64%	65%	68%	70%	70%	70%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Applications processed	20,234	35,093	38,889	41,885	42,000	43,000
Percent of recruitment actions certified within 14 days of closing	80%	80%	80%	73%	75%	75%

- In FY 2013, the hiring slowdown resulted in fewer positions being advertised and fewer applications received for review.
- In FY 2015, the hiring slowdown was lifted, resulting in an increase in the number of days to fill a job due to the backlog of vacancies to be filled.

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.
- Maintain all financial records and documentation for the retirement and health and welfare benefits programs.

Reception and Administrative Support Services

- 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.

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

BENEFITS AND WELLNESS SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,640,203	$1,624,698	$1,712,740	5%
Non-Personnel	165,909	49,969	49,969	-
Total Expenditures	1,806,112	1,674,667	1,762,709	5%
Total Revenues	-	-	-	-
Net Tax Support	$1,806,112	$1,674,667	$1,762,709	5%
Permanent FTEs	17.00	15.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.00	15.00	15.00	

PERFORMANCE MEASURES

Reception and Administrative Support Services

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of Management and Finance Related Contacts	40%	40%	42%	42%	42%	42%
Percent of Technology Services Related Contacts	N/A	9%	7%	6%	6%	6%
Percent of Human Resources Related Contacts	N/A	51%	51%	52%	52%	52%
Abandon call rate (percent of customers that hang up while on hold)	4%	4%	3%	3%	3%	3%
Total number of contacts (calls, walk-ins, e-mails) received seeking information or assistance	15,993	60,598	61,725	62,025	62,250	62,250

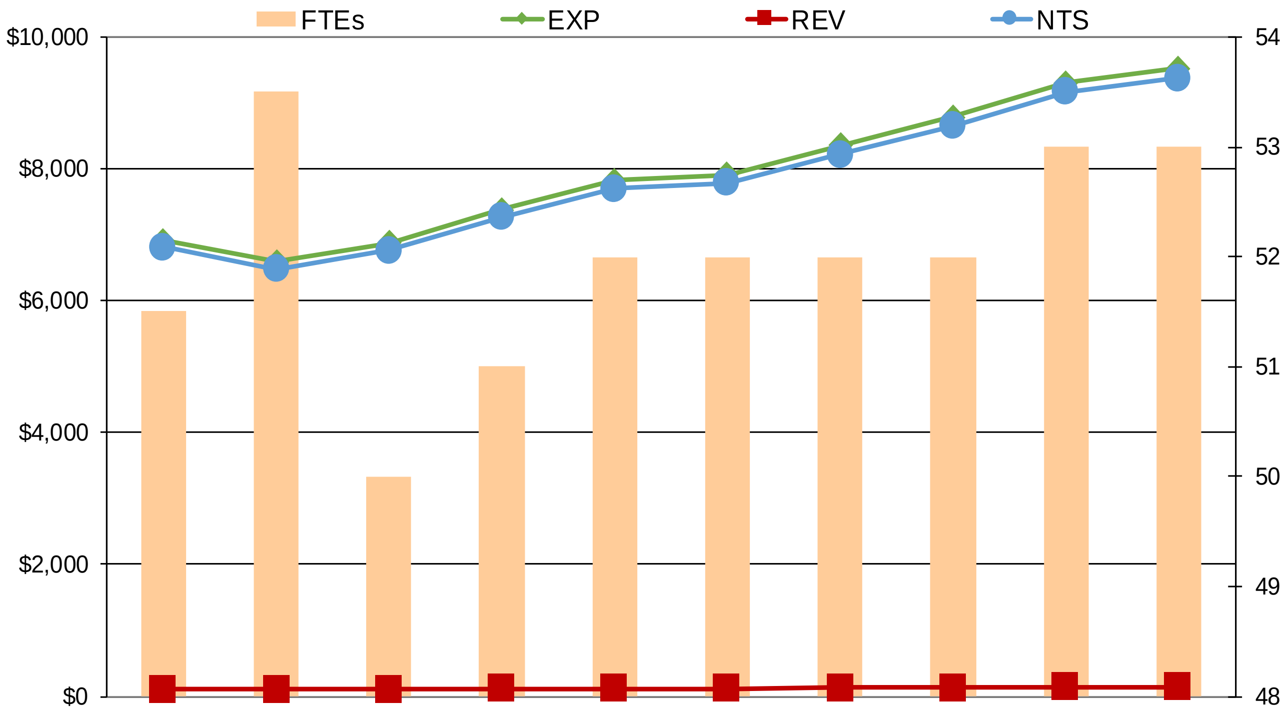
- In FY 2014, contacts for Management and Finance, Technology Services, and Human Resources began to be tracked separately. The total number of contacts increased due to increased use of the call tracking software.

HealthSmart Program

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of employees participating in County sponsored wellness activities	79%	84%	85%	84%	90%	90%
Percent of employees who completed Health Risk Assessment and Biometric Screenings	21%	14%	14%	25%	27%	30%

- In FY 2014, the percentage of employees participating in County sponsored wellness activities increased as a result of using a more accurate method of tracking participants, including those who subscribe to the HealthSmart newsletter, participate in movement classes, blood pressure screenings, blood drives, Weight Watchers, HealthSmart workshops, and wellness consultations.
- In FY 2014 and FY 2015, Health Risk Assessment completion was not incentivized, resulting in lower overall participation. In FY 2016, Health Risk Assessment completion is being incentivized, which is projected to increase participation.
- During FY 2016, Biometric Screenings were added to Health Risk Assessments as a measurement of key health indicators. Wellness campaigns incentivizing employees to get their Biometric Screenings and to complete their Health Risk Assessment is projected to increase the number of employees completing Health Risk Assessments and Biometric Screenings in FY 2017.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$6,913	$6,590	$6,871	$7,384	$7,818	$7,909	$8,354	$8,784	$9,308	$9,526
REV	$106	$110	$111	$120	$116	$123	$132	$132	$138	$143
NTS	$6,807	$6,480	$6,760	$7,264	$7,702	$7,786	$8,222	$8,652	$9,170	$9,383
FTEs	51.50	53.50	50.00	51.00	52.00	52.00	52.00	52.00	53.00	53.00

Fiscal Year	Description	FTEs
FY 2009	▪ Personnel budget reflects the transfer of one FTE to the Department of Technology Services to support PRISM.	(1.0)
	▪ Non-personnel budget reflects the elimination of costs associated with one counselor for the Employee Assistance Program ($100,000), reducing the total number of counselors from 4.5 to 3.5, as well as a $26,750 reduction in a variety of accounts within Countywide Programs including employee development and recognition programs.	
	▪ *Transferred Healthsmart program from the Department of Parks, Recreation and Cultural Resources during FY 2008.*	*2.0*
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($30,693).	
	▪ Eliminated the Deputy Director (1.0 FTE, $155,680).	(1.0)
	▪ Reduced administrative expenses for items such as postage, publications, office supplies and memberships ($36,000)	
	▪ Reduced tuition reimbursement ($287,500 to $20,000) to reflect the suspension of the benefit in FY 2010 except for costs related to the current George Mason University MPA cohort program, which graduates in FY 2010.	
	▪ Reduced County-wide training by $84,250.	
	▪ Reduced overtime by 50 percent ($14,100).	
	▪ Eliminated the Recruitment and Staffing Division Chief (1.0 FTE, $127,452).	(1.0)
	▪ Eliminated one of two Employee Services reception staff (1.0 FTE, $62,854) and transferred in 4.0 FTEs ($269,876) from Department of Management and Finance and Department of Technology Services to fully implement the consolidation of reception area staff to serve all three departments.	3.0
	▪ Transferred 1.0 FTE from the County Manager's Office (1.0 FTE, $112,263) to Training and Organizational Development to manage Arlington's Corporate University Program.	1.0
FY 2011	▪ Eliminated two Human Resources Staff Specialist positions (one each in the Recruitment and Staffing Division and the Compensation Division) (2.0 FTE, $213,534).	(2.0)
	▪ Eliminated an Information Systems Analyst III position (0.5 FTE, $60,737).	(0.50)
	▪ Eliminated a Human Resources Staff Support Technician position in the Employee Services Division (1.0 FTE, $66,869).	(1.0)
FY 2012	▪ Restored a Staff Specialist III in Director's Office to meet growing demands relating to retiree services, federal regulations, and the compensation maintenance plan. (1.0 FTE, $122,000).	1.0

Fiscal Year	Description	FTEs
	▪ Restored Tuition Reimbursement Program that was suspended in FY 2010 ($287,500) ▪ County-wide Safety Coordination increased to provide funding for online defensive driving ($31,500) for employees who either do not need the instructor-led training or cannot attend an instructor led class because of work schedules. ▪ County-wide Safety Coordination increased to provide funding for online safety training ($11,000) that will be tailored to employees' work schedules and job descriptions as well as augment generic training.	
FY 2013	▪ Personnel budget reflects the addition of a diversity outreach position (1.0 FTE, $115,000). ▪ The revenue decrease reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($3,162).	1.0
FY 2014	▪ Transferred 0.5 FTE ($45,836) from the County Manager's Office to the Staffing Section of the Talent Management Division to support recruitment activities. ▪ Eliminate 0.5 FTE ($61,817) from the Staffing Section of the Talent Management Division. ▪ County-wide Employee Development increased one-time only funding for Civic Engagement Training to support the County Board PLACE Initiative ($50,000). ▪ HeathSmart Program increased one-time only funding for additional programming ($25,000). ▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($6,388).	0.5 (0.5)
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	▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($5,059). ▪ Live Where You Work Grants were restored ($133,012). ▪ The revenue increase reflects 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). ▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($5,500).	

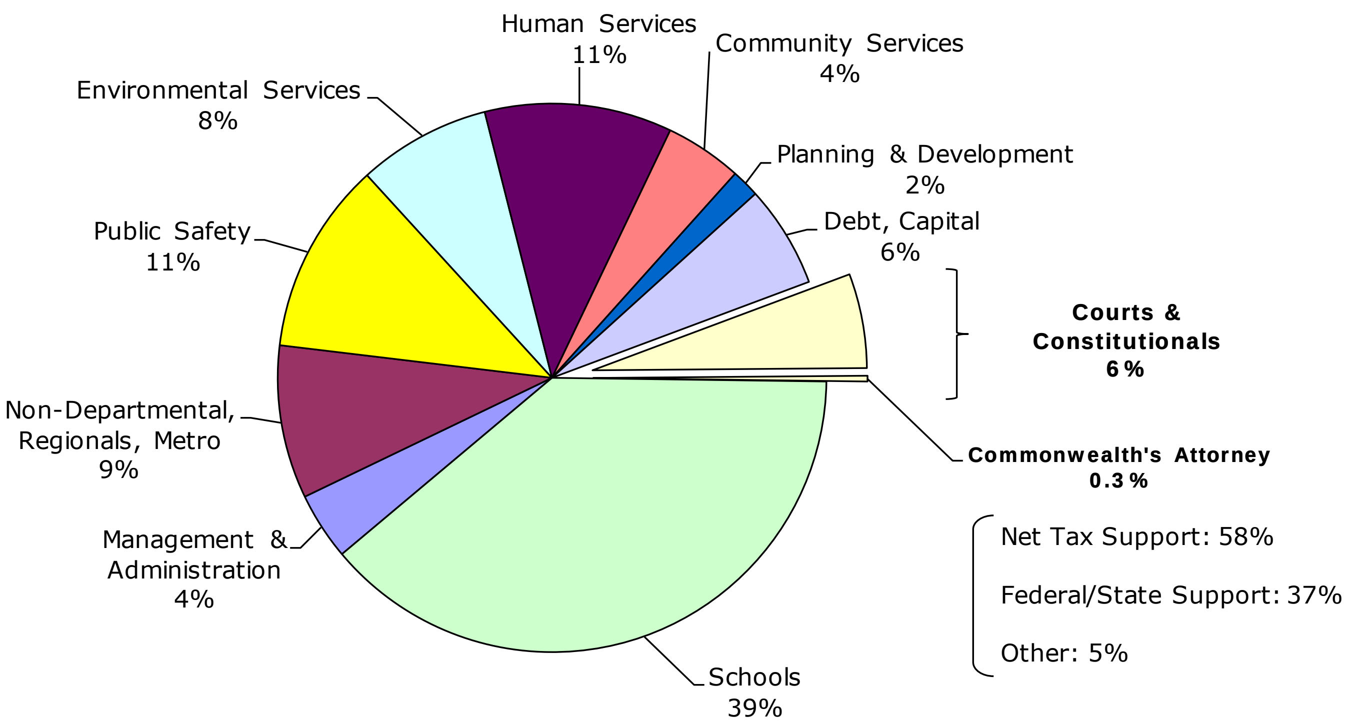
- Personnel increase reflects the addition of a Human Resources/OD Specialist (1.0 FTE, $131,230). 1.0

COUNTY ATTORNEY
Stephen A. MacIsaac
2100 CLARENDON BLVD., SUITE 403, ARLINGTON, VA 22201
703-228-3100

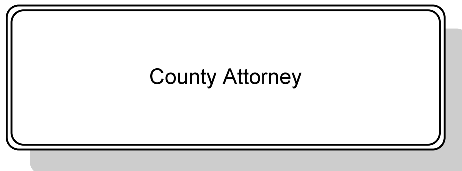
Our Mission: To ensure that all County transactions are conducted in a legal and ethical manner

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 2018 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



Office of the County Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Office of the County Attorney is $3,155,408, a fourteen percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to the addition of a County Attorney I position to ensure legally compliant responses by County staff to the increasing number of FOIA requests ($139,455 1.0 FTE), a County Attorney II position to assist County staff in complying with annual disclosures and other requirements of the State Conflicts Act, as well as with other Countywide ethics related initiatives ($152,141 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,414,065	$2,546,192	$2,929,535	15%
Non-Personnel	352,756	308,873	308,873	-
Subtotal	2,766,821	2,855,065	3,238,408	13%
Intra County Charges	-	(83,000)	(83,000)	-
Total Expenditures	2,766,821	2,772,065	3,155,408	14%
Fees	105,000	105,000	105,000	-
Total Revenues	105,000	105,000	105,000	-
Net Tax Support	$2,661,821	$2,667,065	$3,050,408	14%
Permanent FTEs	15.00	15.00	17.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	15.00	15.00	

OFFICE OF THE COUNTY ATTORNEY

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of a County Attorney I position to ensure legally compliant responses by County staff to the increasing number of FOIA requests ($139,455 1.0 FTE), a County Attorney II position to assist County staff in complying with annual disclosures and other requirements of the State Conflicts Act, as well as with other Countywide ethics related initiatives ($152,141 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,414,065	$2,546,192	$2,929,535	15%
Non-Personnel	352,756	308,873	308,873	-
Subtotal	2,766,821	2,855,065	3,238,408	13%
Intra County Charges	-	(83,000)	(83,000)	-
Total Expenditures	2,766,821	2,772,065	3,155,408	14%
Fees	105,000	105,000	105,000	-
Total Revenues	105,000	105,000	105,000	-
Net Tax Support	$2,661,821	$2,667,065	$3,050,408	14%
Permanent FTEs	15.00	15.00	17.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	15.00	17.00	

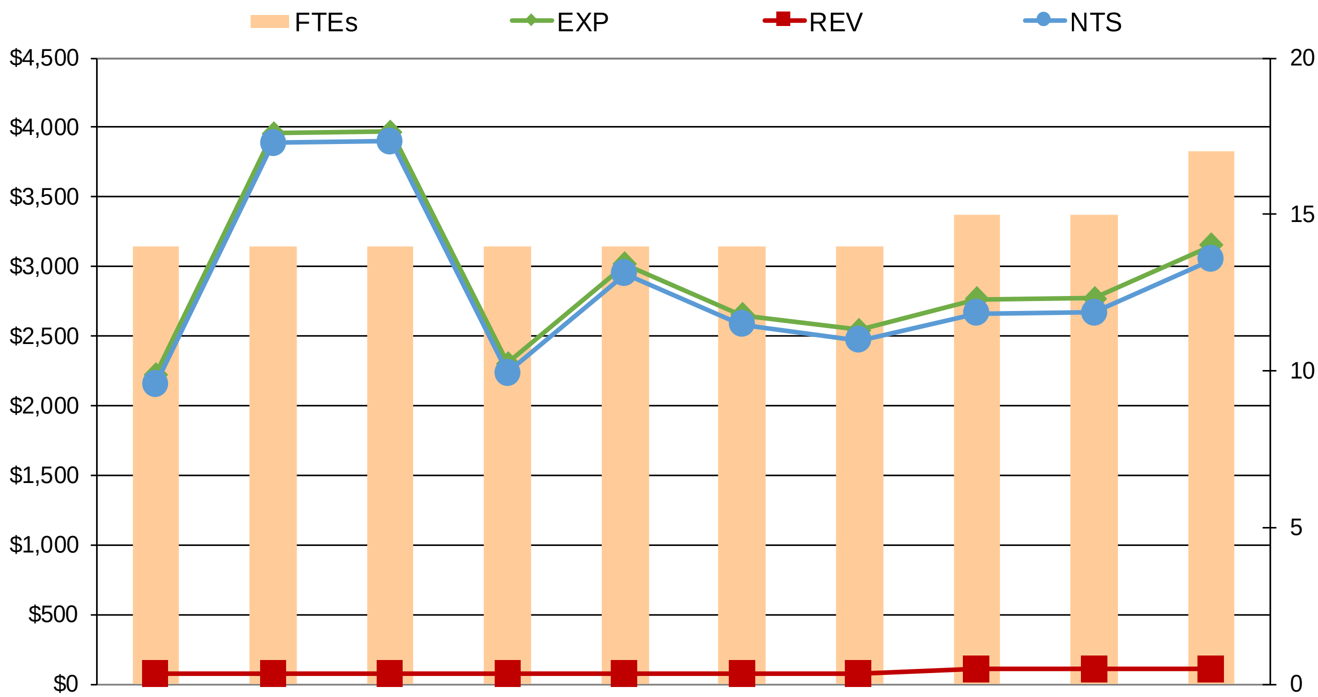
OFFICE OF THE COUNTY ATTORNEY

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 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	100%	100%	100%	100%	99%	99%
Number of new matters opened each fiscal year	842	796	817	790	820	820
Number of FOIA matters reviewed by County Attorney Office each fiscal year	N/A	N/A	N/A	N/A	600	600

- Number of FOIA matters reviewed by the County Attorney Office each fiscal year is a new measurement being included for the FY 2018 Proposed Budget.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$2,220	$3,957	$3,968	$2,306	$3,016	$2,653	$2,542	$2,767	$2,772	$3,155
REV	$70	$70	$70	$70	$70	$70	$70	$105	$105	$105
NTS	$2,150	$3,887	$3,898	$2,236	$2,946	$2,583	$2,472	$2,662	$2,667	$3,050
FTEs	14.00	14.00	14.00	14.00	14.00	14.00	14.00	15.00	15.00	17.00

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board approved two additional Assistant County Attorney positions due to increased litigation and other workload impacts ($191,028).	2.0
	▪ Increased consultant funding by $51,972 for specialized outside legal and other services.	
	▪ *During FY 2008, an additional Assistant County Attorney position was added as part of FY 2007 closeout. The new position was authorized to assist with the increasingly large volume of child protective services cases, as well as related administrative matters in the Department of Human Services.*	*1.0*
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($8,032).	
	▪ Personnel increases, in part, reflect a full year's funding for the two Assistant County Attorney positions added in FY 2009 as well as the reclassification of an existing paralegal position to an Assistant County Attorney position ($103,020).	
FY 2011	▪ No significant changes.	
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
FY 2013	▪ Personnel increases include reclassification of positions identified to be substantially below comparative pay studies.	
FY 2014	▪ Personnel increases include reclassification of positions identified to be substantially below comparative pay studies.	
	▪ Non-personnel reductions include reduced funding for consultants ($30,000).	
FY 2015	▪ No significant changes.	
FY 2016	▪ Personnel increases due to the conversion of an overstrength Assistant County Attorney position added during FY 2015 to permanent status ($166,000, 1.0 FTE), employee step increases, and an increase in the County's cost for employee health insurance, partially offset by adjustments to retirement contributions based on current actuarial projections.	1.0
	▪ Non-personnel increases due to additional consultant workload in the County Attorney's Office ($35,000).	

Fiscal Year	Description	FTEs
	▪ Intra-County charges increase due to the Assistant County Attorney, referenced above, being partially charged to the CPHD Development Fund ($83,000). ▪ Revenue increases due to anticipated payment from Northern Virginia Transportation Commission for legal services provided by Arlington County Counsel ($35,000).	
FY 2017	▪ No significant changes.	

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CIRCUIT COURT
William T. Newman, Jr.
1425 N. COURTHOUSE RD.,SUITE 12-100, ARLINGTON, VA 22201
703-228-7000

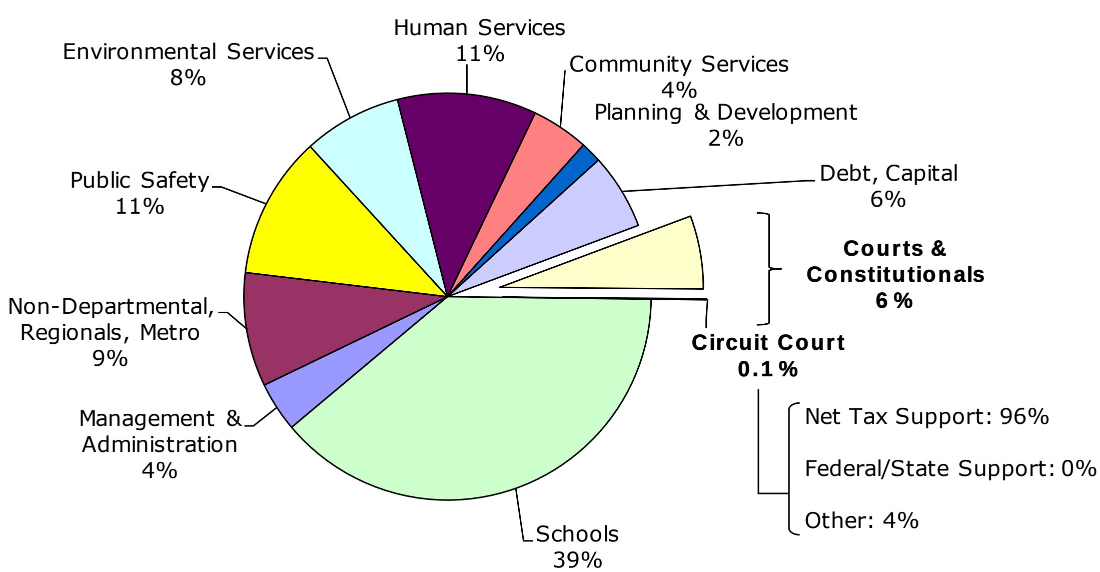
Our Mission: To Provide an Independent, Accessible, Responsive Forum for Just Resolution of Disputes in Order to Preserve the Rule of Law and to Protect All Rights and Liberties Guaranteed by the United States and Virginia Constitutions.

The 17th Judicial Circuit is comprised of three 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 $25,000. 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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Circuit Court

Judiciary

The FY 2018 proposed expenditure budget for the Circuit Court is $1,100,433, an eight percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due the conversion of an Administrative Assistant from part-time to full-time and reclassifying that position to a Drug Court Probation Officer ($55,482, 0.5 FTE). Prior to 2016, this service was provided in-kind by the state. Additional increases are due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for the maintenance and replacement of County vehicles ($2,876).
- ↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($822) and the addition of Drug Court participant fees not previously budgeted ($2,500).
- ↓ Grant revenue decreases due to the September 2016 expiration of the Bureau of Justice Assistance grant for the Arlington County Drug Court ($26,730).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$903,119	$951,569	$1,032,007	8%
Non-Personnel	74,841	71,302	68,426	-4%
Total Expenditures	977,960	1,022,871	1,100,433	8%
Fees	38,215	43,546	46,868	8%
Grants	95,543	26,730	-	-100%
Total Revenues	133,758	70,276	46,868	-33%
Net Tax Support	$844,202	$952,595	$1,053,565	11%
Permanent FTEs	9.50	9.50	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	9.80	9.80	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.
- The Court's three 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.
- Interfacing with the Clerk of the Circuit Court, Sheriff's Office, and members of the Bar on a daily basis.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due the conversion of an Administrative Assistant from part-time to full-time and reclassifying that position to a Drug Court Probation Officer ($55,482). Prior to 2016, this service was provided in-kind by the state. Additional increases are due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

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PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
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Permanent FTEs	9.50	9.50	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	9.80	9.80	10.30	

PERFORMANCE MEASURES

Judiciary

Critical Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate
Number of Filings	5,839	9,028	9,643	10,820	11,151
Civil cases adjudicated	1,818	1,526	1,415	2,000*	2,230
Civil cases jury days	20	43	31	41	50
Criminal cases adjudicated	4,796	4,111	4,039	4,599*	5,575
Criminal cases jury days	79	49	61	108	100
Administrative Processing /Closure	N/A	2,611	2,329	3,112*	3,345

*The total number of case closures is 9,711. The number of "civil cases adjudicated", "criminal cases adjudicated", and "Administrative Processing/Closure", which are a breakdown of total number of case closures, will not be available until mid-February 2017.

Supporting Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate
Misdemeanor cases concluded within 180 days	N/A	N/A	75%	56%	98%
Felony cases concluded within 365 days	N/A	N/A	90%	82%	98%
Misdemeanor cases concluded within 120 days	N/A	N/A	75%	N/A	N/A
Civil, domestic relations, felony, and misdemeanor cases concluded within 180 days	N/A	N/A	75%/90%/ 90%/98%	98%	98%
Civil, domestic relations, and felony cases concluded within 365 days	N/A	N/A	90%/98%/ 98%	98%	98%
Civil cases concluded within 540 days	N/A	N/A	98%	98%	98%

- Performance measures for the Circuit Court are reported per calendar year due to caseload statistical reporting guidelines set forth by the Commonwealth of Virginia.
- Official performance measures data for CY 2017 will be available by the Office of the Executive Secretary of the Virginia Supreme Court in February 2017.
- Beginning in CY 2011, jurors for criminal and civil cases have been called in only on those days when cases are on the docket, resulting in a lower number of civil cases jury days. Previously, jurors were called in on a separate day for an orientation; they now receive their orientation the morning they come in for a trial. These figures are expected to increase, since the Court revamped its policies and calendars to promote a more efficient docket and to provide better access to judicial resources and time to the court community.
- Supporting measures for general litigation (civil and domestic relations) and criminal (felony misdemeanor) cases show parameters established by the Commonwealth of Virginia for how quickly these cases should be resolved. Various factors go into the resolution of a case and everyone from the parties, judges, attorneys, and court staff plays an important role in achieving these benchmarks.

Drug Court

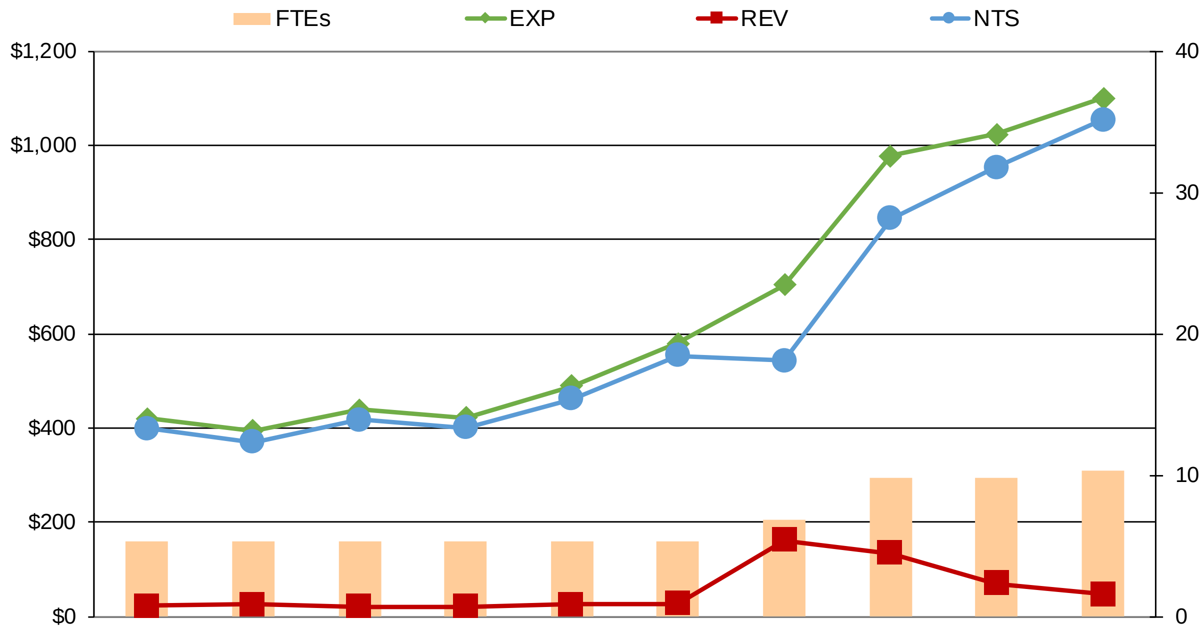
- In 2006, performance measures were standardized for the operations of drug courts. Four measures were adopted to analyze performance: Retention, Sobriety, In-program Recidivism, and Units of Service.
  - **Retention** is necessary to keep drug court participants in treatment long enough to realize 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. To date, no participants have been arrested while participating in the drug court program. 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 sufficient doses in order to have an impact on participants. 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.

Critical Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate
Retention rate	63%	63%	65%	67%	75%
In-Program recidivism	0%	0%	0%	3.45%	0%
Sobriety - Percent positive drug tests	19%	19%	2%	2.8%	1-2%
Post-exit recidivism	29%	29%	11%	23%	18%
Average length of time in program for graduates	N/A	10 months	15 months	18 months	19 months
Average length of time in program for terminated participants	N/A	N/A	6 months	8 months	8 months

Supporting Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate
Community service hours performed	500	500	500	310	500
Fees and fines collected	$10,575	$10,575	$10,000	$7,410	$10,000
Participants employed while participating in program	63%	63%	95%	95%	100%
Days between arrest and/or probation violation and admission	12	12	14	17	14
Days between admission and treatment entry	5	5	5	5	5
Number of jail days used as sanctions	30	30	49	163	102

- The reduction is fees and fines collected can be attributed to the fact participants who began the Drug Court program have already paid the balance of their fees and fines, and those participants still remain in the program with a zero balance, and unable to make additional payments.
- The overall increase in jail days used as sanctions is a result of program allowing more participants to participate, compared to previous years. Additionally, the participants who have entered were in need of more significant and longer sanctions in order to address negative behavior.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$420	$394	$438	$421	$489	$580	$703	$978	$1,023	$1,100
REV	$22	$25	$21	$20	$26	$27	$161	$134	$70	$47
NTS	$398	$369	$417	$401	$462	$553	$543	$844	$953	$1,054
FTEs	5.30	5.30	5.30	5.30	5.30	5.30	6.80	9.80	9.80	10.30

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board added 1.45 limited-term FTEs for administrative support in the Circuit Court Clerk's Office.	1.45
	▪ Personnel expenses were increased by $136,228 for the added FTEs.	
	▪ Revenue decreased due to projections of Court Excess Fees ($751,888) based on prior year actual revenues, partially offset by increases in Falls Church reimbursements ($61,614) and Compensation Board reimbursements ($47,888).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($19,219).	
	▪ Eliminated a Court Specialist and a Judgment Clerk positions in the Clerk's Office ($120,549, 2.0 FTEs).	(2.0)
	▪ Decreased revenue in Court Excess Fee ($850,011) due to reduced court activity and a change in the State formula for how fees are remitted to localities; reduced projections in miscellaneous state grants ($40,000), Falls Church reimbursements ($5,548) and transfer fees ($1,500), partially offset by an increase in Compensation Board reimbursements ($9,704).	
	▪ Includes elimination of a part-time Court Assistant position in the Civil Division as part of FY 2009 state cuts.	(0.5)
FY 2011	▪ Eliminated a vacant limited-term position ($99,884, 1.0 FTE)	(1.0)
	▪ Encumbered a Deputy Clerk position with a lower level position which saves $34,183.	
	▪ Non-personnel reductions include operating supplies ($5,793), travel ($5,000), postage ($2,000), and jury funds (miscellaneous court costs) ($24,000).	
	▪ Increased revenues in Court Fees ($21,899), Commonwealth reimbursements ($34,683), and Falls Church reimbursements ($4,860) partially offset decreases in State grant reimbursements ($40,000).	
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for maintenance and support fees for the audio/video recording system installed in the courts ($45,000) and for day forward redaction of social security and other sensitive information from court records ($57,000).	
	▪ Increased revenues in Falls Church reimbursements ($57,227) and State reimbursements for technology ($55,000) partially offset by a decrease in the State Compensation Board reimbursements ($19,710) and court fines ($3,000).	
FY 2013	The County Board added funding for replacement of the land record	

	system ($450,000 one-time funding, $70,000 ongoing funding), partially offset with $70,000 in anticipated new fee revenue.	
	▪ The County Board added funding for an electronic court records system ($326,000 one-time funding, $95,000 ongoing funding), partially offset with $40,000 in anticipated new fee revenue.	
	▪ The County Board added one-time funding for a Jury Coordinator position ($79,000 one-time funding).	1.0
	▪ A limited term position was eliminated.	(1.0)
	▪ Falls Church revenue decreased ($13,068).	
	▪ Decreases are included for State Compensation Board reimbursements ($4,900) and Technology Trust Fund grant funding ($6,000).	
FY 2014	▪ The County Board added ongoing funding for a Jury Coordinator / Information Clerk position ($80,378).	1.0
	▪ Eliminated FY 2013 one-time funding for a Jury Coordinator / Information Clerk position ($79,000).	(1.0)
	▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic court records system ($326,000).	
	▪ Fee revenue decreased for the land records ($70,000).	
	▪ Fee revenues increased for reimbursement to the locality of excess copy fees ($14,000) and interest on criminal fees ($3,000).	
	▪ Fee revenues increased for Falls Church reimbursements ($4,131).	
	▪ Grant revenues increased for State Compensation Board reimbursements ($66,460).	
	▪ Reduced contractual maintenance for microfilm equipment ($8,960).	
	▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchase ($15,104).	
FY 2015	▪ The County Board added funding for a part-time Administrative Assistant ($21,752).	0.5
	▪ 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.	1.0
	▪ 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).	1.5
	▪ 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	1.5

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.

- 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).

CLERK OF THE CIRCUIT COURT

Paul Ferguson, Clerk

1425 N. COURTHOUSE RD.,SUITE 6700, ARLINGTON, VA 22201

703-228-7010

circuitcourt@arlingtonva.us

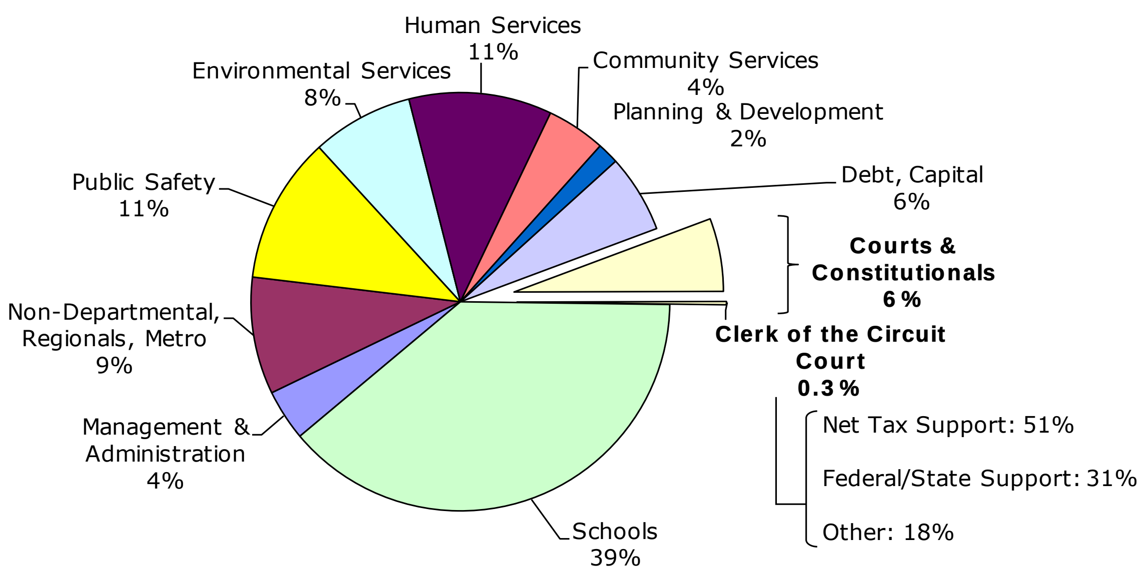
Our Mission: To ensure that Circuit Court records are easily accessible and maintained in an orderly and secure fashion; that the public is fully and fairly served; and that justice is administered promptly and without favor to any party.

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. In FY 2014, the Clerk of the Circuit Court initiated *Project Paperless*, an electronic filing and records management system designed to streamline and automate Circuit Court filings and public access to Court files. The goal of this initiative is to eliminate, to the greatest extent possible, the processing and tracking of paper records.

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 U.C.C Financing Statements.

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Clerk of the Circuit Court

Circuit Court Clerk's Office

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Clerk of the Circuit Court is $3,183,122 a less than one percent increase from the 2017 adopted budget. The budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of one-time funding for to upgrade jury phone and application scanning systems ($55,000).
- ↑ Fee revenue increases due to expected state excess fees reimbursement ($50,000), e-ticket fees ($1,800), and copy fees ($15,000), partially offset by a decrease 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).
- ↑ Grant revenue decreases due to a reduction in ongoing State Compensation Board reimbursements ($17,047), partially offset by a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($3,251).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,597,710	$2,470,769	$2,536,945	3%
Non-Personnel	569,268	701,177	646,177	-8%
Total Expenditures	3,166,978	3,171,946	3,183,122	-
Fees	668,119	534,051	585,987	9%
Grants	984,651	981,391	978,140	-
Total Revenues	1,652,770	1,515,442	1,564,127	3%
Net Tax Support	$1,514,208	$1,656,504	$1,618,995	-2%
Permanent FTEs	27.00	27.00	27.00	
Temporary FTEs	-	-		
Total Authorized FTEs	27.00	27.00	27.00	

CIRCUIT COURT CLERK'S OFFICE

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of one-time funding for to upgrade jury phone and application scanning systems ($55,000).
- ↑ Fee revenue increases due to expected state excess fees reimbursement ($50,000), e-ticket fees ($1,800), and copy fees ($15,000), partially offset by a decrease 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).
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CIRCUIT COURT CLERK'S OFFICE

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,597,710	$2,470,769	$2,536,945	3%
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Net Tax Support	$1,514,208	$1,656,504	$1,618,995	-2%
Permanent FTEs	27.00	27.00	27.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.00	27.00	27.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Civil cases filed	2,495	2,442	2,393	3,115	3,200	3,300
Criminal cases filed	4,058	4,202	4,090	4,363	4,400	4,400
Deeds recorded	45,751	29,280	27,473	27,648	27,800	27,800
Court documents scanned	N/A	87,427	82,405	82,048	80,000	78,000
Court documents filed electronically	N/A	2,931	5,453	6,510	8,000	9,000
Court orders generated electronically	N/A	5,065	5,593	5,377	6,000	7,000
Land records documents recorded electronically	N/A	N/A	N/A	5,502	6,000	7,000
Jurors (petit, special & grand) summoned	N/A	6,328	5,568	6,188	11,962	16,554

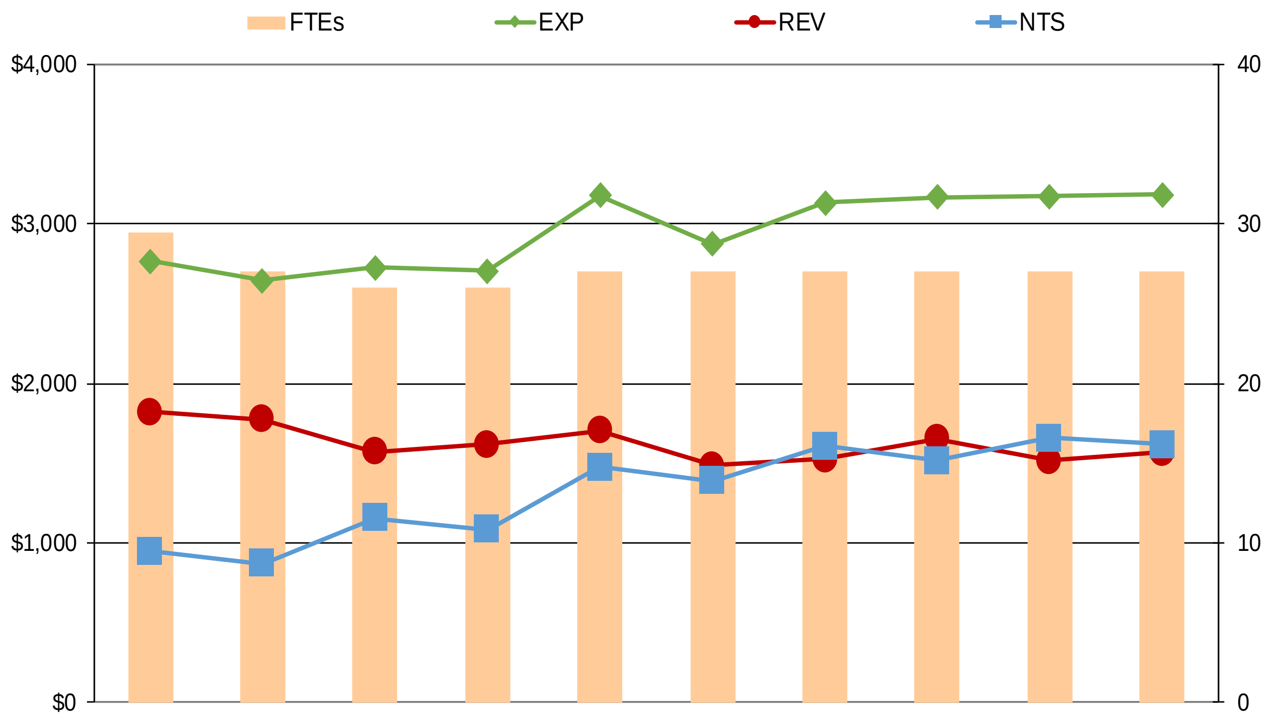
Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Concealed handgun permits issued	1,329	968	847	1,228	1,200	1,200
Judgments docketed	4,581	4,501	4,705	4,449	4,500	4,500
Marriage licenses issued	3,784	3,614	3,463	3595	3,700	3,800
Notaries sworn	889	879	849	885	885	885
Wills probated	705	707	710	669	680	680

- Court documents scanned will decrease as law firms filing documents electronically increases.
- The Clerk of the Circuit Court implemented a one-day/one-trial format for petit jurors in January 2017.

CIRCUIT COURT CLERK'S OFFICE

- The Clerk of the Circuit Court implemented e-filing for civil and criminal cases on July 1, 2013.
- The Clerk of the Circuit Court implemented e-recording for land records in August 2015.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$2,767	$2,641	$2,726	$2,703	$3,179	$2,871	$3,129	$3,167	$3,172	$3,183
REV	$1,818	$1,773	$1,573	$1,618	$1,702	$1,483	$1,524	$1,653	$1,515	$1,564
NTS	$949	$868	$1,153	$1,085	$1,477	$1,388	$1,605	$1,514	$1,657	$1,619
FTEs	29.5	27.00	26.00	26.00	27.00	27.00	27.00	27.00	27.00	27.00

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board added 1.45 limited-term FTEs for administrative support in the Circuit Court Clerk's Office ($136,228).	1.45
	▪ Revenue decreased due to projections of Court Excess Fees ($751,888) based on prior year actual revenues, partially offset by increases in Falls Church reimbursements ($61,614) and Compensation Board reimbursements ($47,888).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($19,219).	
	▪ Eliminated a Court Specialist and a Judgment Clerk position in the Clerk's Office ($120,549, 2.0 FTEs).	(2.0)
	▪ Decreased revenue in Court Excess Fee ($850,011) due to reduced court activity and a change in the State formula for how fees are remitted to localities; reduced projections in miscellaneous state grants ($40,000), Falls Church reimbursements ($5,548) and transfer fees ($1,500), partially offset by an increase in Compensation Board reimbursements ($9,704).	
	▪ *Includes elimination of a part-time Court Assistant position in the Civil Division as part of FY 2009 state cuts.*	*(0.5)*
FY 2011	▪ Eliminated a vacant limited-term position ($99,884, 1.0 FTE).	(1.0)
	▪ Encumbered a Deputy Clerk position with a lower level position which saves $34,183.	
	▪ Non-personnel reductions include operating supplies ($5,793), travel ($5,000), postage ($2,000), and jury funds (miscellaneous court costs) ($24,000).	
	▪ Increased revenues in Court Fees ($21,899), Commonwealth reimbursements ($34,683), and Falls Church reimbursements ($4,860) partially offset by a decrease in State grant reimbursements for technology ($40,000).	
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for maintenance and support fees for the audio/video recording system installed in the courts ($45,000) and for day forward redaction of social security and other sensitive information from court records ($57,000).	
	▪ Increased revenues in Falls Church reimbursements ($57,227) and State reimbursements for technology ($55,000), partially offset by a decrease in the State Compensation Board reimbursements ($19,710) and court fines ($3,000).	
FY 2013	▪ The County Board added funding for replacement of the land records system ($450,000; one-time funding, $70,000; ongoing funding), partially offset with $70,000 in anticipated new fee revenue.	
	▪ The County Board added funding for an electronic court records system	

Fiscal Year	Description	FTEs
	($326,000; one-time funding, $95,000; ongoing funding), partially offset with $40,000 in anticipated new fee revenue.	
	▪ The County Board added one-time funding for a Jury Coordinator position ($79,000; one-time funding).	1.0
	▪ A limited term position was eliminated.	(1.0)
	▪ Falls Church revenue decreased ($13,068).	
	▪ Decreases are included for State Compensation Board reimbursements ($4,900) and Technology Trust Fund grant funding ($6,000).	
FY 2014	▪ The County Board added ongoing funding for a Jury Coordinator / Information Clerk position ($80,378).	1.0
	▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic courts records system ($326,000).	
	▪ Fee revenues decreased for the land records ($70,000).	
	▪ Fee revenues increased for reimbursement to the locality for excess copy fees ($14,000) and interest on criminal fees ($3,000).	
	▪ Fee revenues increased for Falls Church reimbursements ($4,131).	
	▪ Grant revenues increased for State Compensation Board reimbursements ($66,460).	
	▪ Reduced contractual maintenance for microfilm equipment.	
	▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchases ($15,104).	
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 application scanning systems ($55,000).	
	▪ Decreased fee revenue due to a reduction in miscellaneous fees ($40,000).	

Fiscal Year	Description	FTEs
	▪ 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).	

Note: The ten-year history through FY 2014 includes the Circuit Court Judicial Chambers. Since FY 2015, the Clerk of the Circuit Court has been established as a separate department.

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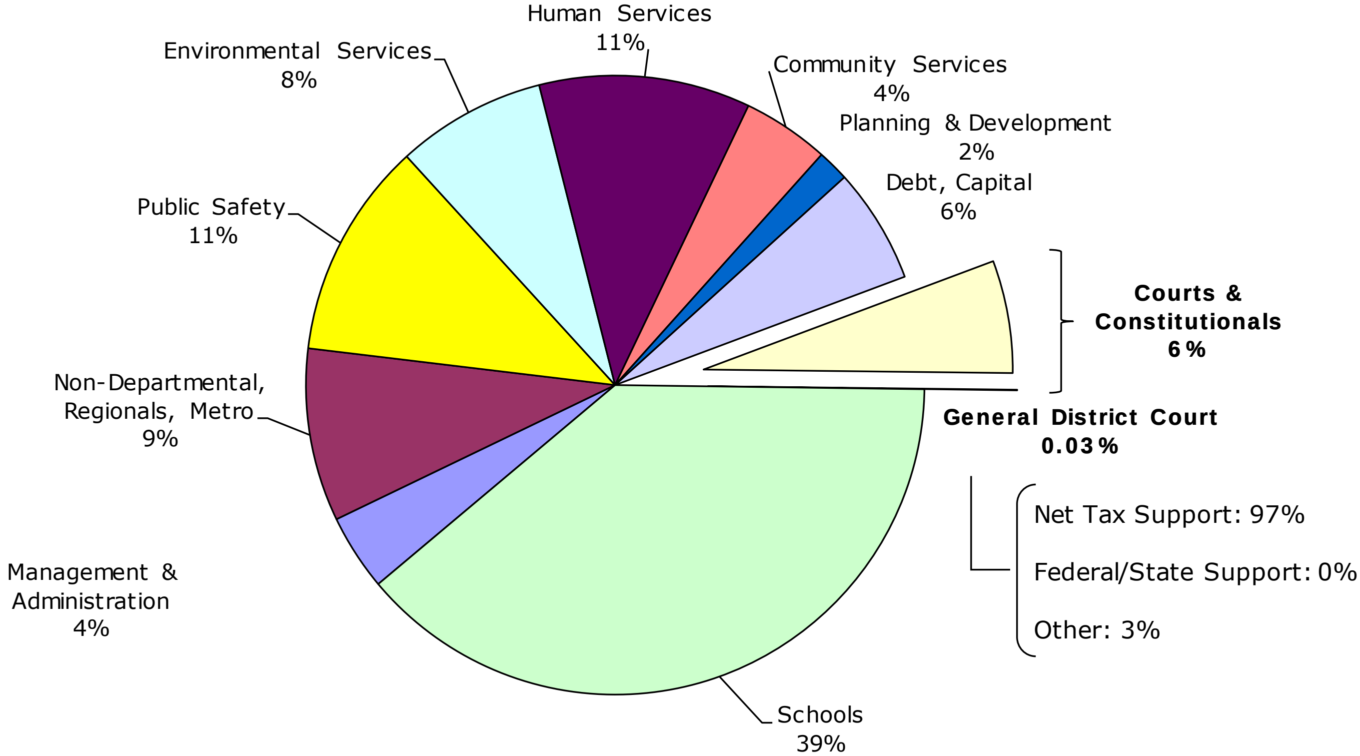
GENERAL DISTRICT COURT
Steven Spurr, Clerk
1425 N. COURTHOUSE RD.,SUITE 2400, ARLINGTON, VA 22201
703-228-7900
sspurr@courts.state.va.us

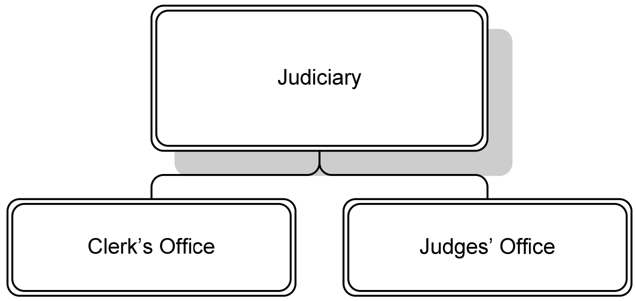
Our Mission: To administer justice in a fair, timely and efficient manner in the areas of criminal, traffic, civil, small claims, and involuntary civil commitment

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Clerk's Office **Judges' Office**

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the General District Court is $392,416, a one percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on actuarial projections.
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($557).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$221,469	$242,876	$247,177	2%
Non-Personnel	123,592	145,239	145,239	-
Total Expenditures	345,061	388,115	392,416	1%
Fees	24,224	10,375	9,818	-5%
Total Revenues	24,224	10,375	9,818	-5%
Net Tax Support	$320,837	$377,740	$382,598	1%
Permanent FTEs	1.50	1.50	1.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.50	1.50	1.50	

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).

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on actuarial projections.

↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($557).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$90,173	$102,510	$104,507	2%
Non-Personnel	81,642	93,338	93,338	-
Total Expenditures	171,815	195,848	197,845	1%
Fees	24,224	10,375	9,818	-5%
Total Revenues	24,224	10,375	9,818	-5%
Net Tax Support	$147,591	$185,473	$188,027	1%
Permanent FTEs	1.20	1.20	1.20	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.20	1.20	1.20	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Bond hearings finalized	2,935	3,050	2,900	2,164	2,650	2,200
Civil cases adjudicated	6,410	6,113	5,645	6,514	5,700	6,300
Criminal cases adjudicated	6,122	5,957	5,790	6,982	5,750	7,000
Traffic cases adjudicated	60,383	57,140	50,729	38,795	56,000	37,000

CLERK'S OFFICE

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on actuarial projections.

PROGRAM FINANCIAL SUMMARY

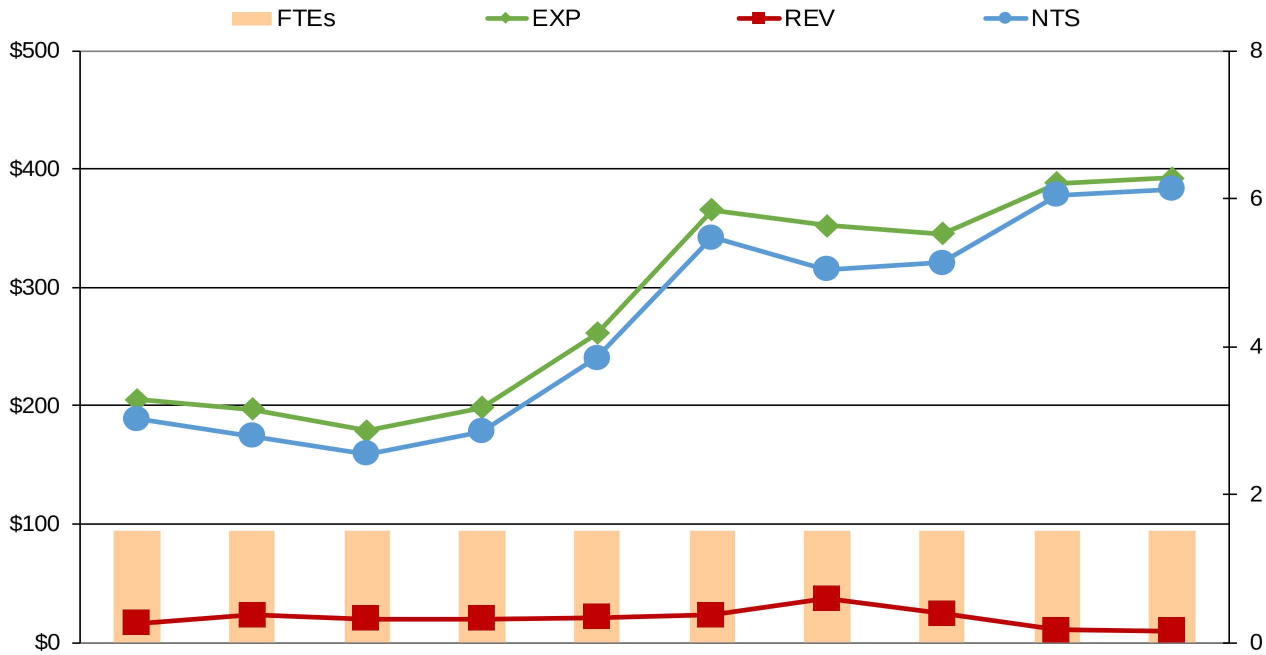
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$131,296	$140,366	$142,670	2%
Non-Personnel	41,950	51,901	51,901	-
Total Expenditures	173,246	192,267	194,571	1%
Total Revenues	-	-	-	-
Net Tax Support	$173,246	$192,267	$194,571	1%
Permanent FTEs	0.30	0.30	0.30	
Temporary FTEs	-	-	-	
Total Authorized FTEs	0.30	0.30	0.30	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Civil cases filed	9,738	6,857	5,536	6,525	5,500	6,400
Criminal cases filed	12,737	15,087	12,051	6,860	12,000	7,000
Other processes	2,500	2,638	2,500	2,212	2,500	2,300
Traffic cases filed	76,949	79,102	54,451	38,225	56,000	38,000
Percent of fines collected	90%	82%	85%	91%	91%	90%

- The decrease in civil and criminal cases filed in FY 2013 is due to a projected reduction in backlog of continued cases.
- Traffic cases filed in FY 2013 have increased due to a five percent increase in new traffic summons.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$205	$197	$179	$198	$261	$365	$352	$345	$388	$392
REV	$16	$23	$20	$20	$21	$23	$37	$24	$10	$10
NTS	$189	$174	$159	$178	$240	$342	$315	$321	$378	$383
FTEs	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50

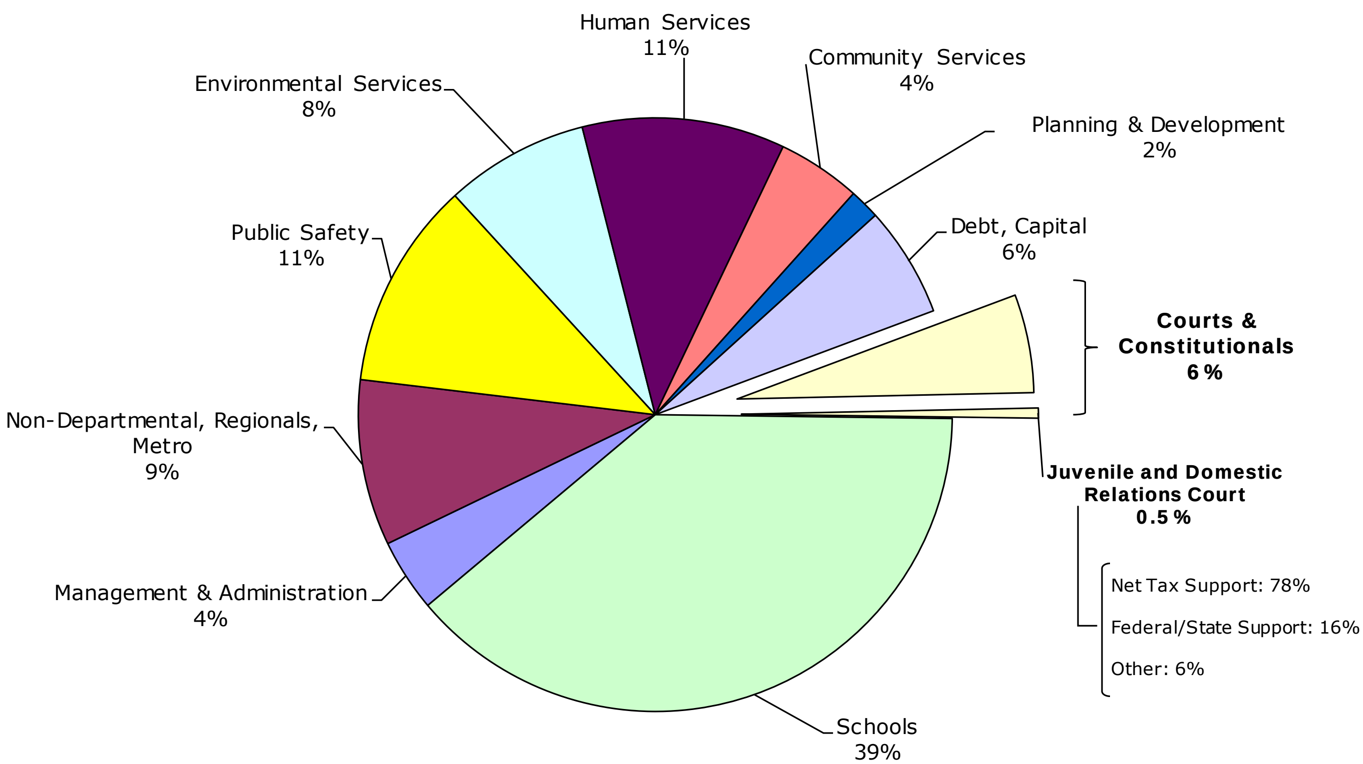
Note: Expenses and revenues through FY 2009 include the Magistrates' Office, which was subsequently moved out of the General District Court and set up as a separate Department.

Fiscal Year	Description	FTEs
FY 2009	▪ No significant changes.	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of \$500 for employees (\$861). ▪ Reduced funding for legal costs for victims/witnesses (\$6,870). ▪ Reduced funding for miscellaneous non-personnel costs (\$3,519).	
FY 2011	▪ Reduced funding for legal costs for victims/witnesses (\$12,102). ▪ Revenue increased due to higher projections in Falls Church reimbursements (\$2,552).	
FY 2012	▪ Decreased revenue due to lower projections in Falls Church reimbursements (\$6,132).	
FY 2013	▪ Increase in revenues is due to higher projections in Falls Church reimbursements based on the FY 2013 budget and reconciliation of FY 2011 reimbursements with the corresponding expenditures (\$788).	
FY 2014	▪ Personnel increases due to a full year funding of a salary supplement for state court clerks adopted by the County Board in FY 2013 (\$125,581). ▪ Increase in revenues due to higher projections in Falls Church reimbursements based on the FY 2014 budget and reconciliation of FY 2012 reimbursements with the corresponding expenditures (\$1,784). ▪ Reduced funding for rental communication equipment (\$3,333). ▪ Reduced funding for print shop charges (\$269).	
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.	

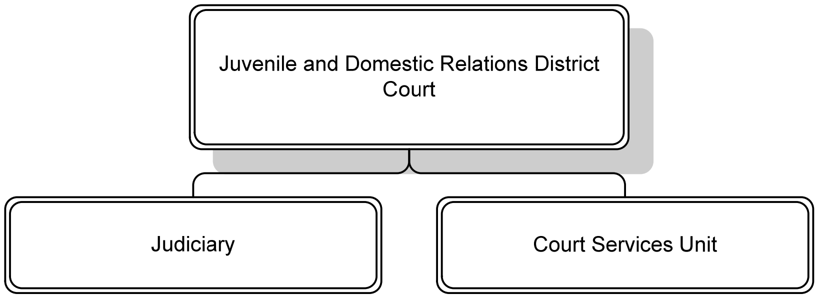
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
Earl J. Conklin, Director of Court Services
1425 N. COURTHOUSE RD.,SUITE 5100, ARLINGTON, VA 22201
703-228-4600
jdrcourt@arlingtonva.us

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Judiciary
- Judges' Chambers
- Clerk's Office

Probation/Intake
- Administration
- Juvenile Probation Unit
- Adult Probation Unit
- Intake Unit
- Psychological Services
- Falls Church Court Services

Community-Based Programs
- Andrew B. Ferrari Argus House
- Girls Outreach
- Young Achievers Program

Multi-Jurisdictional Programs
- Aurora House

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Juvenile and Domestic Relations Court is $6,794,377, a six percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to the creation of a new Group Home Counselor II positon at Argus House in order for the program to comply with staffing ratios required by the Prison Rape Elimination Act (PREA) ($87,207, 1.0 FTE), a new Probation Officer II position approved in September of FY 2017 to provide services to City of Falls Church juvenile cases ($106,513, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to new funding for access to Sheltercare beds, educational services for youth placed by the Court, funding to expand the Court Appointed Special Advocate (CASA) services in response to an increasing demand for neglect and abuse victim services ($34,250) funded from savings generated from reducing the Crystal City, Potomac Yard, and Pentagon City Tax Increment Fund Area (Crystal City TIF). In addition, non-personnel expenses were adjusted for the annual expense for maintenance and replacement of County vehicles ($1,447), offset by a decrease in funding for Aurora House Girls' Group Home Services based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($5,337).
- ↑ Intra-County charges increase due to interagency changes for services funded through the state Children's Services Act ($7,267).

- ↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($271,100). This includes reimbursement from Falls Church to fund the new Probation Officer II position.
- ↑ Grant revenue increases are due to increases to the state reimbursement for the New Probation Officer II position funded by Falls Church ($54,099).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,156,912	$5,372,241	$5,745,660	7%
Non-Personnel	1,127,914	1,097,018	1,124,484	3%
Subtotal	6,284,826	6,469,259	6,870,144	6%
Intra County Charges	(73,746)	(68,500)	(75,767)	11%
Total Expenditures	6,211,080	6,400,759	6,794,377	6%
Fees	96,490	131,212	402,312	207%
Grants	994,745	1,002,334	1,056,433	5%
Total Revenues	1,091,235	1,133,546	1,458,745	29%
Net Tax Support	$5,119,845	$5,267,213	$5,335,632	1%
Permanent FTEs	51.50	51.50	53.50	
Temporary FTEs	4.30	4.30	4.30	
Total Authorized FTEs	55.80	55.80	57.80	

PROGRAM MISSION

To ensure that in all proceedings before the Court, the Court considers 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, 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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($2,075).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$137,585	$134,825	$138,417	3%
Non-Personnel	33,168	30,727	30,727	-
Total Expenditures	170,753	165,552	169,144	2%
Fees	4,962	3,999	6,074	52%
Grants	-	-	-	-
Total Revenues	4,962	3,999	6,074	52%
Net Tax Support	$165,791	$161,553	$163,070	1%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Adult and juvenile cases	4,034	4,227	4,005	4,388	4,300	4,300

PROGRAM 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.

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 which 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 which 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to a new Probation Officer II position approved in September of FY 2017 to provide services to City of Falls Church juvenile cases ($106,513, 1.0 FTE), employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections. The increase is partially offset by the reallocation two Probation Counselor II positions to the Community-Based Programs Division ($215,136, 2.0 FTEs).
- ↓ Non-personnel decreases due to the transfer of the Young Achievers’ Program ($35,000) to Community-Based Programs and adjustments to the annual expense for maintenance and replacement of County vehicles ($89).
- ↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($93,130). This includes reimbursement from Falls Church to fund the new Probation Officer II position.
- ↑ Grant revenue increases are due to increases to the state reimbursement for the new Probation Officer II position funded by Falls Church ($54,099).

- An amendment to the Judicial and Public Safety Services Agreement with the Falls Church created a new Probation Counselor II position to provide services to Falls Church juvenile cases.
- The Young Achievers' Program was previously budgeted for in Probation Services. Its budget is now included in the Community-Based Programs line of business.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,700,399	$3,995,515	$4,064,726	2%
Non-Personnel	121,839	178,640	143,551	-20%
Total Expenditures	3,822,238	4,174,155	4,208,277	1%
Fees	96,883	95,727	187,248	96%
Grants	720,490	726,275	780,374	7%
Total Revenues	817,373	822,002	967,622	18%
Net Tax Support	$3,004,865	$3,352,153	$3,240,655	-3%
Permanent FTEs	39.00	39.00	38.00	
Temporary FTEs	3.50	3.50	3.50	
Total Authorized FTEs	42.50	42.50	41.50	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average monthly supervision cases (adults/juveniles)	304/431	283/365	280/337	267/320	280/320	280/320
Court-ordered adult/juvenile investigations	16/140	17/162	16/134	20/129	18/130	18/130

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 long-term, community-based residential program for Court-referred teenage boys from eight to twelve months in duration. Also provide a parent support group and intensive family therapy for residents, parents, and siblings.

Girls' Outreach Program

- Supervise and direct an after-school day treatment program for up to 12 Court-referred teenage girls, from six to eight months in duration.

Young Achievers' Program

- Supervise and direct an after-school day treatment program for up to eight Court-referred teenage boys, from six to eight months in duration.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the creation of new Group Home Counselor II positon at Argus House in order for the program to comply with staffing ratios required by the Prison Rape Elimination Act (PREA), the transfer in of two positions from Probation/Intake ($215,136, 2.0 FTEs), employee step increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increase due to reallocation of funds from Probation/Intake ($35,000), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($679).
- ↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($177,504).
- ↑ Increase in intra-county charges due to projected credits for services funded through the state Children's Services Act for Foster Care placements at Argus House during the second half of FY 2018 ($7,267).
- The Young Achievers' Program was previously budgeted for in Probation Services. It is now included in the Community-Based Programs line of business.

COMMUNITY-BASED PROGRAMS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,318,928	$1,241,901	$1,542,517	24%
Non-Personnel	209,936	161,415	195,057	21%
Subtotal	1,528,864	1,403,316	1,737,574	24%
Intra-County Charges	(73,746)	(68,500)	(75,767)	11%
Total Expenditures	1,455,118	1,334,816	1,661,807	24%
Fees	(5,355)	31,486	208,990	564%
Grants	274,255	276,059	276,059	-
Total Revenues	268,900	307,545	485,049	58%
Net Tax Support	$1,186,218	$1,027,271	$1,176,758	15%
Permanent FTEs	11.50	11.50	14.50	
Temporary FTEs	0.80	0.80	0.80	
Total Authorized FTEs	12.30	12.30	15.30	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clients Served: Argus House	26	24	25	17	16	16
Clients Served: Girls' Outreach Program	30	25	18	20	12	12
Clients Served: Young Achievers	27	24	21	19	19	22

PROGRAM MISSION

To provide a safe environment 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 in order to learn to accept responsibility for themselves and their actions; work, in the context of family and community systems, promotes significant and lasting change. Aurora House is located in and operated by the City of Falls Church.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Non-personnel increases due to new funding for Sheltercare beds, 90 "bed-days" and educational services for youth placed by the Court ($18,000), new funding to expand the Court Appointed Special Advocate (CASA) services in response to an increasing demand for neglect and abuse victim services ($16,250), offset by a decrease in funding for Aurora House Girls' Group Home Services based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($5,337).

PROGRAM FINANCIAL SUMMARY

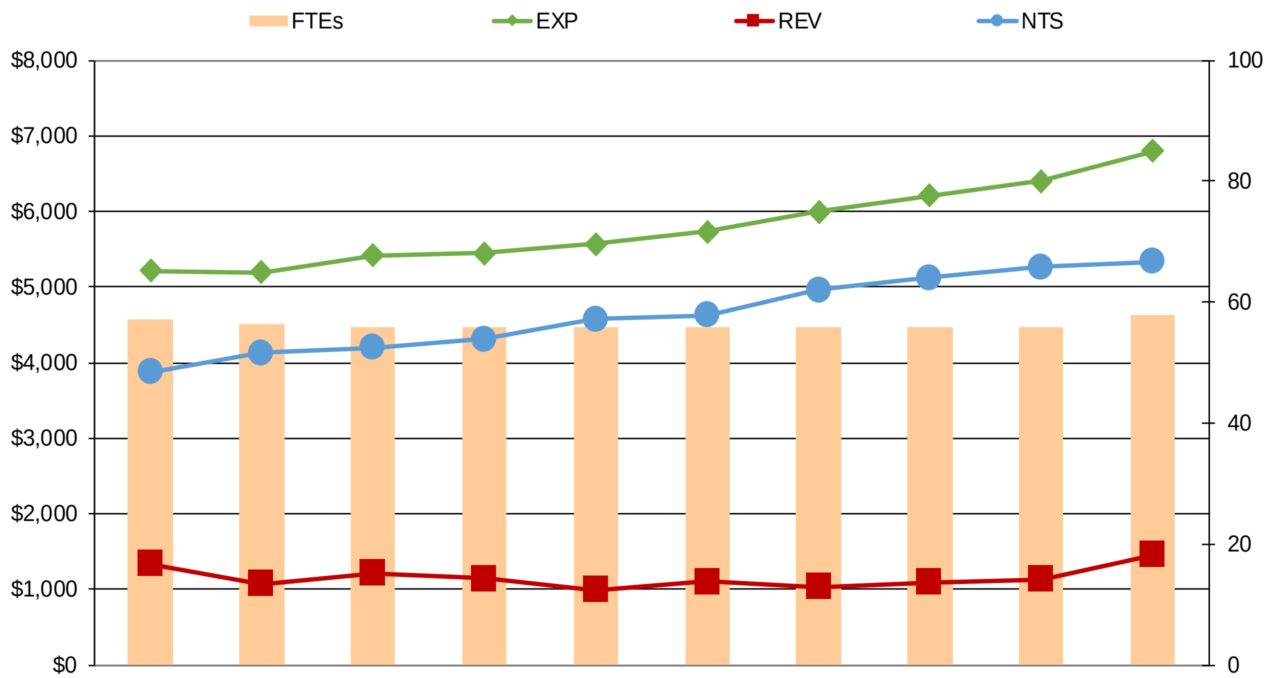
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$762,971	$726,236	$755,149	4%
Total Expenditures	762,971	726,236	755,149	4%
Fees	-	-	-	-
Grants	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$762,971	$726,236	$755,149	4%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Aurora House utilization rate (combined rate from all participating jurisdictions)	56%	53%	54%	78%	70%	75%

- The utilization rate represents the ratio of total placement days used to the number of placement days available within a given year. Placements have come primarily from Arlington, with a small percentage from Falls Church placements.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$5,212	$5,192	$5,412	$5,449	$5,570	$5,731	$5,995	$6,211	$6,401	$6,794
REV	$1,339	$1,067	$1,218	$1,139	$993	$1,105	$1,033	$1,091	$1,134	$1,459
NTS	$3,873	$4,125	$4,194	$4,310	$4,577	$4,626	$4,962	$5,120	$5,267	$5,336
FTEs	57.00	56.30	55.80	55.80	55.80	55.80	55.80	55.80	55.80	57.80

Fiscal Year	Description	FTEs
FY 2009	Added funding for Aurora House Girls' Group Home ($66,433), the Northern Virginia Sheltercare Program ($12,473) and operating costs for Gang Task Force position ($13,750). The increases are partially offset by budget reductions in travel and training.	
	▪ *Eliminated a part-time Senior Clinical Psychologist position as part of FY 2009 state cuts ($43,761, 0.5 FTE).*	*(0.5)*
	▪ Revenue decreased due to a 25% reduction in the Northern Virginia Gang Task Force Grant ($21,504), anticipated decreases in State reimbursement for salaries and benefits for Probation Officers ($15,992), and the Virginia Juvenile Community Crime Control Act grant (VJCCCA) ($9,435), and lower projections in the Falls Church reimbursements ($12,074).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($29,832).	
	▪ Eliminated maintenance fees associated with a web based case management system ($23,475).	
	▪ Reduced funding for temporary Detention Diversion Program (DDP) relief counselors ($15,649, 0.2 temporary FTE).	(0.2)
	▪ Eliminated a part-time Administrative Assistant IV position in the Girls' Outreach Program ($30,873, 0.5 FTE).	(0.5)
	▪ Reduced funding for Sheltercare by $115,932, from $188,932 to $73,000.	
	▪ Decreased revenues primarily due to State reimbursements for probation services ($126,226), the Virginia Juvenile Community Crime Control Act grant (VJCCCA) ($15,160) due to State cuts, and reduced projections in Falls Church reimbursements ($38,890), partially offset by an increase in federal funding from the U.S. Department of Agriculture (USDA) ($3,000).	
FY 2011	▪ The County Board added funding for Aurora House Girls' Group Home ($13,434).	
	▪ Eliminated one half-time Probation Counselor II position (36,258; 0.5 FTE).	(0.5)
	▪ Eliminated remaining funding for the Sheltercare Program ($73,000).	
	▪ Increase in fee revenues is primarily due to higher projections for Falls Church reimbursements ($91,947) based on the FY 2011 adopted budget and reconciliation of FY 2009 reimbursements with the corresponding actual expenditures.	
	▪ Decrease in grant revenues reflects state cuts in the Juvenile Community Crime control funds ($53,468) and the Juvenile Court's probation reimbursements ($5,245), partially offset by an increase in the Gang Task Force Grant ($15,844).	
FY 2012	The County Board added funding for the continuation of a position previously funded with the Gang Task Force Grant ($86,109).	
	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	

- Decreased revenues primarily due to the loss of the Northern Virginia Gang Task Force grant ($77,490), partially offset by an increase in the Juvenile Accountability Block Grant ($2,607) and higher projections in Falls Church reimbursements ($46,337).

FY 2013
- The County Board added one-time funding for the Northern Virginia Family Service's Gang Prevention Program for two years ($180,000).
- Expenses and revenue increase for the Probation and Curfew Enforcement (PACE) grant ($13,324).
- Non-personnel expenses increase due to additional funding for Aurora House Girls' Group Home ($75,307) and for food expenses at Argus House ($10,000).
- Decrease in fee revenues is due to lower projections for Falls Church reimbursements based on the FY 2013 proposed budget and reconciliation of FY 2011 reimbursements with the corresponding actual expenditures ($3,905).
- Decrease in grant revenue reflects a cut by the Commonwealth of Virginia to the Virginia Juvenile Community Crime Control funds ($25,927).
- Decrease in Juvenile Accountability Block Grant ($13,221).
- Increase in Virginia State Probation reimbursement ($18,310).

FY 2014
- Personnel increases primarily due to the full year funding of a salary supplement for state court clerks adopted by the County Board in FY 2013 ($50,521), partially offset by the elimination of grant-funded overtime ($13,324) due to the Regional Gang Task Force Grant ending.
- Non-personnel expenses decrease primarily due to the reduction of the FY 2013 one-time two-year funding for the Intervention, Prevention and Education (IPE) gang prevention program ($90,000), partially offset by an increase in funding for Aurora House Girls' Group Home ($64,643).
- Intra-County Charges increase reflects an accounting adjustment related to Comprehensive Services Act (CSA) revenue received for services provided by Argus House ($68,500).
- Fee revenues decrease due to lower projections in Falls Church reimbursements ($84,393).
- Grant revenues decrease due to a decrease in CSA revenue from the accounting treatment described above ($68,500) as well as the elimination of both the Regional Gang Task Force Grant ($13,324) and the Juvenile Accountability Block Grant ($36,324); partially offset by increases in Virginia Juvenile Community Crime Control Act ($15,034) and Juvenile and Domestic Relations Probation ($28,700) revenues.

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

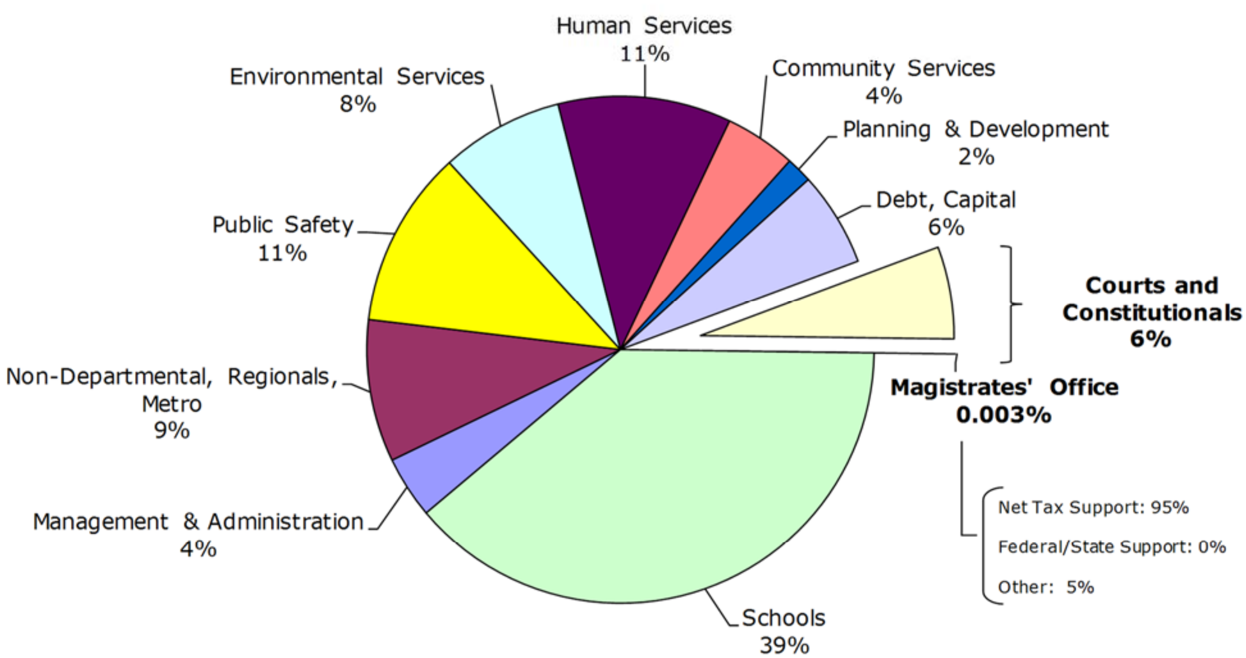
- Non-personnel decreased due primarily to a decrease in funding for Aurora House Girls' Group Home Services based on the FY 2017 budget and reconciliation of prior year payments with corresponding actual expenditures ($58,000).
- Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($34,735).
- *In October of 2017, an FTE was added as part of an amendment to the Judicial and Public Safety Agreement with the City of Falls Church.* *(1.0)*

OFFICE OF THE MAGISTRATE
Bruce Adam, Chief Magistrate
2020 15TH STREET N., ARLINGTON, VA 22201
703-228-3693
BAdam@arlingtonva.us

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; issues civil warrants; issues temporary detention orders; and emergency protective orders. The Magistrate administers oaths, takes acknowledgements, and acts as conservators for the peace.

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Office of the Magistrate

Office of the Magistrate

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Office of the Magistrate is $42,720, a less than one percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- No significant changes.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$32,693	$31,438	$31,542	-
Non-Personnel	6,995	11,178	11,178	-
Total Expenditures	39,688	42,616	42,720	-
Fees	2,319	2,305	2,168	-6%
Total Revenues	2,319	2,305	2,168	-6%
Net Tax Support	$37,369	$40,311	$40,552	1%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE MAGISTRATE

PROGRAM 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 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.

SIGNIFICANT BUDGET CHANGES

- No significant changes.

PROGRAM FINANCIAL SUMMARY

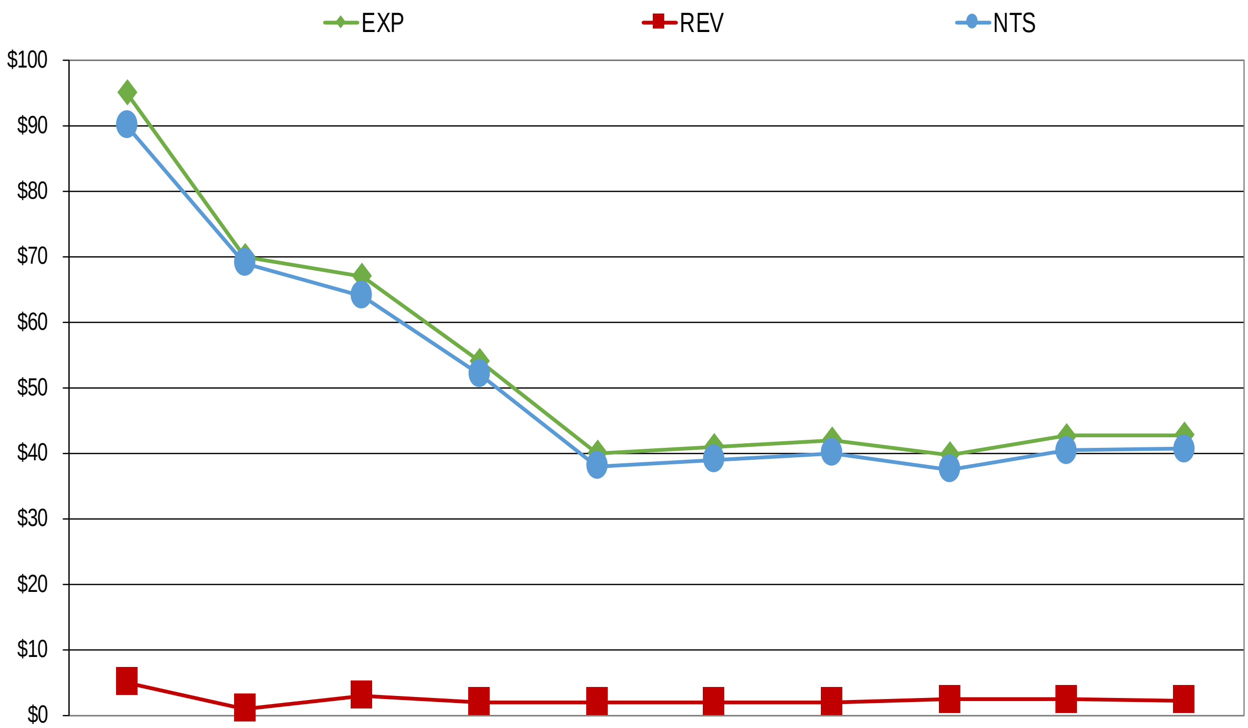
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$32,693	$31,438	$31,542	-
Non-Personnel	6,995	11,178	11,178	-
Total Expenditures	39,688	42,616	42,720	-
Fees	2,319	2,305	2,168	-6%
Total Revenues	2,319	2,305	2,168	-6%
Net Tax Support	$37,369	$40,311	$40,552	1%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Bond hearings	10,143	10,615	9,772	10,941	10,000	10,000
Percent favorable rating on customer service	90%	90%	90%	90%	90%	90%
Probable cause hearings	10,070	7,926	6,683	7,631	7,000	7,500

- Bond hearings 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.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$95	$70	$67	$54	$40	$41	$42	$40	$43	$43
REV	$5	$1	$3	$2	$2	$2	$2	$2	$2	$2
NTS	$90	$69	$64	$52	$38	$39	$40	$37	$40	$41

Fiscal Year	Description	FTEs
FY 2009	▪ No significant changes.	
FY 2010	▪ Reduced funding for miscellaneous non-personnel costs ($3,519).	
FY 2011	▪ Eliminated the County supplement for two positions as a result of the departure of the employees from the County.	
FY 2012	▪ Decreased revenue from Falls Church reimbursements based on the FY 2012 budget and reconciliation of prior year payments with actual expenditures ($1,916).	
FY 2013	▪ Personnel charges are for a County supplement to the salaries of eligible Magistrate's staff, who are state employees, and are unaffected by changes to County salary and fringe benefit levels. In FY 2013, the supplement decreases due to there being one fewer state employee receiving the County's salary supplement ($12,200). ▪ Increased revenue due to higher projections in Falls Church reimbursements based on the FY 2013 budget and reconciliation of prior year payments with actual expenditures ($1,828).	
FY 2014	▪ Personnel changes are for a County supplement to the salaries of eligible Magistrate's staff, who are state employees, and are unaffected by changes to County salary and fringe benefit levels. In FY 2014, the supplement decreases due to there being one fewer state employee receiving the County's salary supplement ($13,796). ▪ Decreased revenue is due to lower projections in Falls Church reimbursements based on the FY 2014 budget and reconciliation of prior year payments with actual expenditures ($1,860). ▪ Reduced funding for rental of operating equipment ($819).	
FY 2015	▪ Fee revenue increased due to higher projections in Falls Church reimbursements ($193).	
FY 2016	▪ Fee revenue increased due to higher projections in Falls Church reimbursements ($215).	
FY 2017	▪ No significant changes.	

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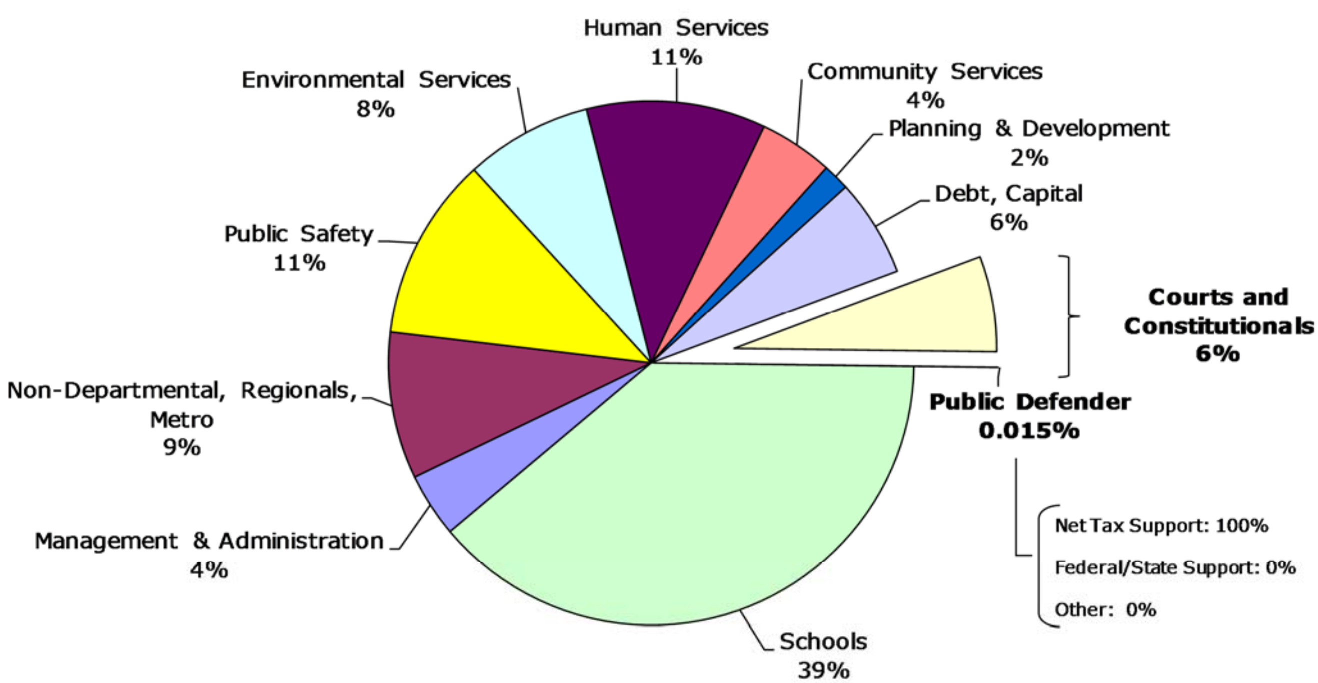
OFFICE OF THE PUBLIC DEFENDER
Matthew Foley
2300 Clarendon Blvd #201, ARLINGTON, VA 22201
703-875-1111
MFOLEY@ARL.IDC.VIRGINIA.GOV

Our Mission: The Office of the Public Defender provides 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, reentry programing, 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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Office of the Public Defender

Office of the Public Defender

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Office of the Public Defender is $185,410, a 12 percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to supplement increase based on state salary increases ($5,565) and adjustments for payroll taxes ($13,734).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actuals	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$81,927	$166,111	$185,410	12%
Non-Personnel	-	-	-	-
Total Expenditures	81,927	166,111	185,410	12%
Total Revenues	-	-	-	-
Net Tax Support	$81,927	$166,111	$185,410	12%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE PUBLIC DEFENDER

PROGRAM MISSION

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to supplement increase based on state salary increases ($5,565) and adjustments for payroll taxes ($13,734).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Personnel	$81,927	$166,111	$185,410	12%
Non-Personnel				-
Total Expenditures	81,927	166,111	185,410	12%
Fees				-
Total Revenues	-	-	-	-
Net Tax Support	$81,927	$166,111	$185,410	12%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of cases per attorney	N/A	213	199	215	215	215
Number of Seriously mentally ill (SMI) clients identified	N/A	N/A	N/A	329	600	600
Number of SMI Incarcerated ACDC	N/A	716	723	723	1,300	1,300
Number of Competency/Restoration	N/A	N/A	52	56	120	120

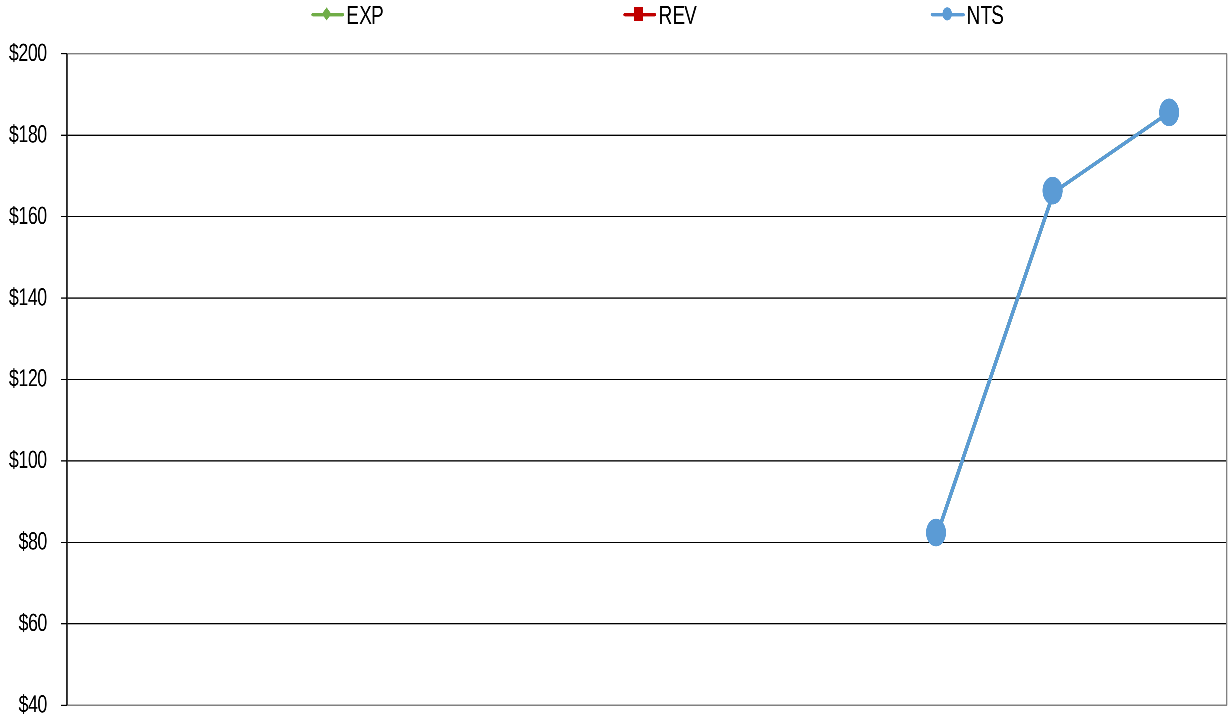
OFFICE OF THE PUBLIC DEFENDER

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Misdemeanors	N/A	1459	1465	1440	1450	1450
Number of Non-Violent Felonies	N/A	318	310	380	350	350
Number of Violent Felonies	N/A	62	42	72	65	65
Number of Probation Violations	N/A	232	203	208	240	240
Number of Traffic Violations	N/A	3	0	1	0	0
Number of DWI	N/A	24	6	21	15	15
Number of Other Violations	N/A	30	15	15	15	15

- An estimated 20 percent of clients suffer from serious mental illness (SMI). In FY 2016 the Office of the Public Defender began tracking clients who were identified as SMI by pretrial or jail staff. This does not necessarily include those who suffer from substance use disorder, significant illnesses such as PTSD or major depression. The number of hours dedicated to a case involving a mentally ill client increases exponentially due to the individualized approach taken to address the multiple determinants of a mentally ill person's involvement in the criminal justice system.

- The Arlington County Detention Facility (ACDF) has seen a drastic increase in SMI clients. From July 2016 to January 2017, the number identified by jail staff totals 670. Therefore, the Officer the Public Defender project an increase in SMI, as well as an increase in those requiring competency evaluations, to determine competency to stand trial, along with restoration services.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP								$82	$166	$185
REV										
NTS								$82	$166	$185

Note: The County Board began supplemental funding of the Public Defender in FY 2016.

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).	

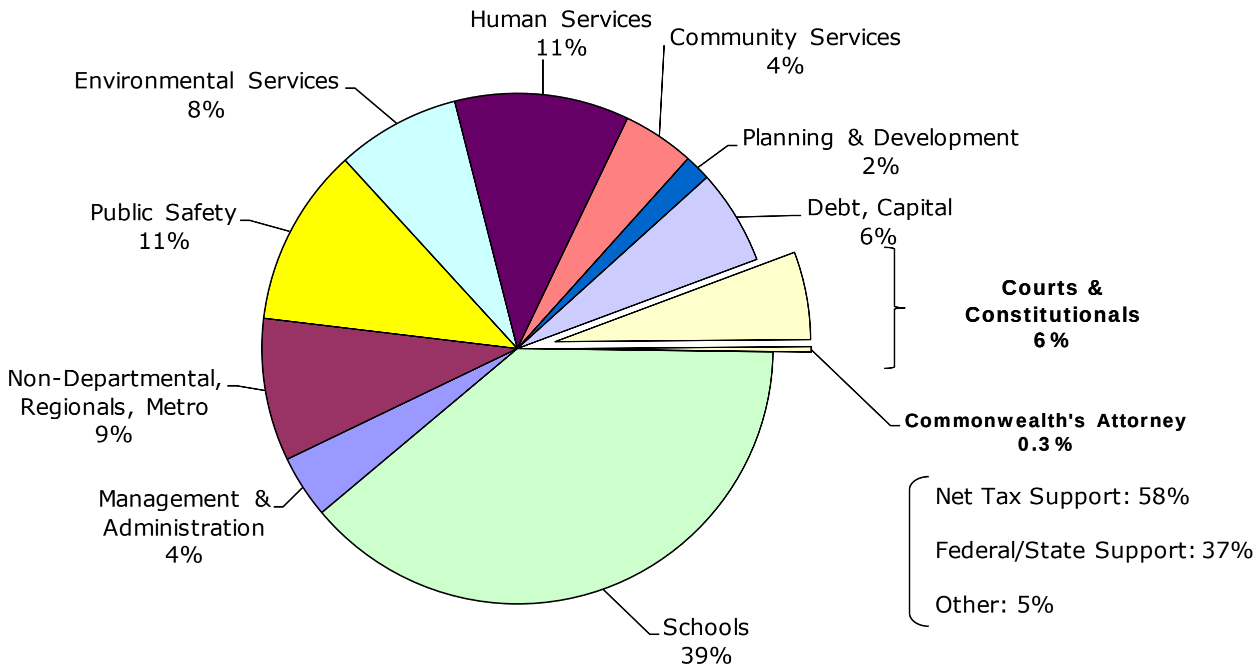
COMMONWEALTH'S ATTORNEY

Theophani K. Stamos, Commonwealth's Attorney
1425 N. COURTHOUSE RD.,SUITE 5200, ARLINGTON, VA 22201
703-228-4410
Info1@vacao.com

Our Mission: "To see that the innocent go free and the guilty are convicted"

The Commonwealth's Attorney, a Constitutional Officer for the Commonwealth of Virginia, is responsible for the prosecution of all criminal offenses occurring within Arlington County, Ronald Reagan Washington National Airport and the City of Falls Church. In addition, this function also entails the review of criminal complaints and the rendering of legal assistance to police officers. The Commonwealth's Attorney and Deputies assign and schedule all cases, as well as oversee their evaluation and preparation. The Commonwealth's Attorney, or her Assistants, appears in the General District Court, Juvenile and Domestic Relations District Court and the Circuit Court.

FY 2018 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS

Commonwealth's Attorney

Office of the Commonwealth's Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Office of the Commonwealth's Attorney is $4,196,604, a three percent increase from the FY 2017 adopted budget. The budget reflects:

- ↑ Personnel increases due to the addition of 1.0 FTE funded by the Department of Criminal Justice Services Victim Witness (VW) grant, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to an adjustment to the annual expense for maintenance and replacement of County vehicles ($463).
- ↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($43,090), partially offset by a decrease in Commonwealth's Attorney's costs ($1,500).
- ↑ Grant revenue increases 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 and the purchase of new technology for the Program and a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($19,571), partially offset by a decrease due to a reduction in the state Compensation Board reimbursement ($29,079).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,876,785	$3,923,022	$4,053,176	3%
Non-Personnel	275,870	143,891	143,428	-
Total Expenditures	4,152,655	4,066,913	4,196,604	3%
Fees	152,632	154,180	195,770	27%
Grants	1,450,323	1,486,714	1,568,593	6%
Total Revenues	1,602,955	1,640,894	1,764,363	8%
Net Tax Support	$2,549,700	$2,426,019	$2,432,241	-
Permanent FTEs	36.00	34.00	35.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	36.00	34.00	35.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PROGRAM MISSION

To see that the innocent go free and the guilty are convicted.

- Prosecutes all criminal offenses occurring within Arlington County, Ronald Reagan Washington National Airport, and the City of Falls Church.
- Provides assistance to victims and witnesses of crimes.
- Reviews criminal complaints.
- Provides legal assistance to police officers.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of 1.0 FTE funded by Department of Criminal Justice Services Victim Witness grant (VW), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to an adjustment to the annual expense for maintenance and replacement of County vehicles ($463).

↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($43,090), partially offset by decrease in Commonwealth's Attorney's costs ($1,500).

↑ Grant revenue increases 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 and the purchase of new technology for the Program and a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($19,571), partially offset by a decrease due to a reduction in the state Compensation Board reimbursement ($29,079).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
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Total Expenditures	4,152,655	4,066,913	4,196,604	3%
Fees	152,632	154,180	195,770	27%
Grants	1,450,323	1,486,714	1,568,593	6%
Total Revenues	1,602,955	1,640,894	1,764,363	8%
Net Tax Support	$2,549,700	$2,426,019	$2,432,241	-
Permanent FTEs	36.00	34.00	35.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	36.00	34.00	35.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PERFORMANCE MEASURES

Office of the Commonwealth's Attorney

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of "No True Bills" (grand jury does not issue indictments)	0	0	0	0	0	0
Number of indictments resolved by guilty pleas	993	1,011	1,012	1,164	1,020	1,200
Number of indictments terminated without adjudication	96	146	179	201	160	200
Percent of victims receiving services (information and/or direct services)	100%	100%	100%	100%	100%	100%

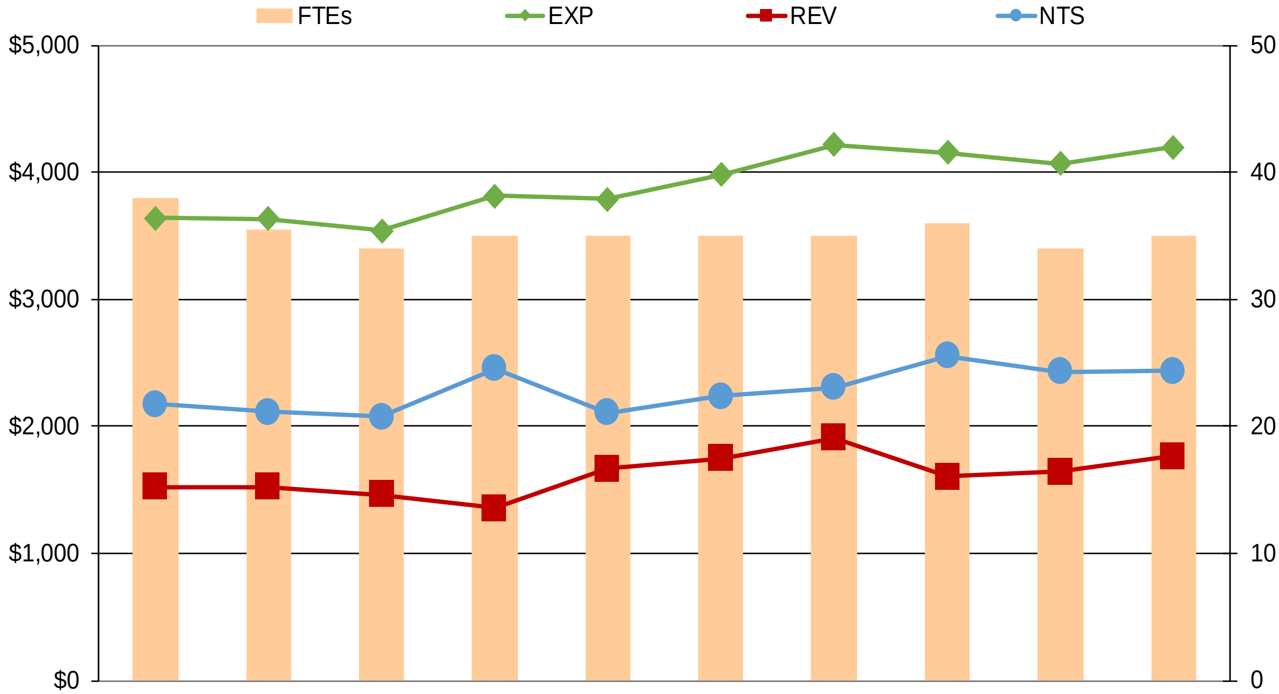
Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Circuit Court: Indictments	1,232	1,254	1,122	1,347	1,250	1,350
Circuit Court: Misdemeanor appeals	348	459	473	389	450	385
Circuit Court: Probation revocation	1,178	2,184	1,762	1,676	1,870	1,680
Circuit Court: Sentencings	525	864	833	821	850	825
Arlington General District Court: Criminal Cases	17,128	19,839	19,917	17,109	20,000	20,000
Arlington General District Court: Traffic Cases	56,804	36,026	35,968	31,840	36,000	36,000
Arlington General District Court: Other (Capias/Show Cause)	N/A	N/A	704	553	700	665
Arlington Juvenile and Domestic Relations District Court: Adult Felonies	112	143	124	88	125	85

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Arlington Juvenile and Domestic Relations District Court: Adult Misdemeanors	457	435	422	418	450	420
Arlington Juvenile and Domestic Relations District Court: Juvenile Cases	1,174	930	869	945	875	945
Arlington Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	492	600	513	616	525	616
Falls Church General District Court: Criminal Cases	N/A	1,298	1,417	1,063	1,425	1,165
Falls Church General District Court: Traffic Cases	N/A	3,554	2,459	2,034	2,500	2,220
Falls Church General District Court: Other (Show Cause/Capias)	N/A	122	111	132	125	132
Falls Church Juvenile and Domestic Relations District Court: Adult Felonies	N/A	12	4	5	5	15
Falls Church Juvenile and Domestic Relations District Court: Adult Misdemeanors	N/A	38	18	25	20	25
Falls Church Juvenile and Domestic Relations District Court: Juvenile Cases	N/A	43	39	52	43	52
Falls Church Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	N/A	12	17	11	20	11
Percent of victims receiving direct services (Victim Specialist assigned)	53%	53%	65%	62%	55%	65%
Percent of victims receiving generic/indirect services (given information on basic rights and program services, no Victim Specialist assigned)	47%	47%	35%	38%	45%	35%

- The increase in Circuit Court sentencings beginning in FY 2014 was due primarily to an increase in the number of defendants who entered guilty pleas without an agreement from the Commonwealth as to their sentences.
- Prior years' performance measures for capias and show cause hearings in Arlington County General District Court are not available. The Commonwealth's Attorney's Office began maintaining those statistics in FY 2014.
- Prior years' performance measures for misdemeanor and traffic cases in the City of Falls Church General District Court and Juvenile and Domestic Relations District Court are not available. The Commonwealth's Attorney's Office began prosecuting those offenses in FY 2013 and began maintaining statistics in FY 2014.
- The decrease in percentage of victims receiving direct services in FY 2013 and FY 2014 was due to staff turnover and holding a .25 FTE Victim Specialist position vacant for one year as a budget reduction measure. The increase in percentage of victims receiving direct services beginning in FY 2015 was due to larger than usual numbers of generic services cases, which are not staffed by Victim Witness Program staff, being upgraded to direct services cases to fully meet the victims' needs. The addition of 1.0 FTE in FY 2017 will allow Victim Witness Program staff to provide direct services in a higher percentage of cases.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$3,636	$3,633	$3,536	$3,809	$3,790	$3,981	$4,215	$4,153	$4,067	$4,197
REV	$1,524	$1,522	$1,460	$1,358	$1,667	$1,745	$1,908	$1,603	$1,641	$1,764
NTS	$2,172	$2,111	$2,076	$2,451	$2,103	$2,237	$2,307	$2,550	$2,426	$2,433
FTEs	38.00	35.50	34.00	35.00	35.00	35.00	35.00	36.00	34.00	35.00

Fiscal Year	Description	FTEs
FY 2009	▪ County Board eliminated a vacant Management Specialist IV position ($76,694).	(1.0)
	▪ *Eliminated an Assistant Commonwealth Attorney position as part of FY 2009 State cuts ($69,961).*	*(1.0)*
	▪ Fee revenue increased due to higher Falls Church projections based on reconciliation with FY 2007 actual Falls Church payments and the corresponding expenditures ($17,962).	
	▪ Grant revenue increased due to a four percent increase in Compensation Board salaries effective December, 2007 ($40,058), additional funding for the High Intensity Drug Trafficking Area (HIDTA) grant ($4,568) and an anticipated increase to the Department of Criminal Justice Services Victim Witness grant ($3,341).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($20,079).	
	▪ As part of County-wide service reductions, one out of five Victim Specialist positions was eliminated ($72,805).	(1.0)
	▪ As part of County-wide service reductions, one Information Technology Technician and one part-time Compensation Board funded Administrative Assistant position were eliminated ($105,508). Non-personnel expenditures for consultant services were increased to partially offset the loss of permanent technology staff ($32,650).	(2.0)
FY 2011	▪ Eliminated a Compensation Board funded Assistant Commonwealth's Attorney and a part-time Temporary Services Assistant position (1.0 permanent FTE, 0.5 temporary FTEs; $127,997).	(1.5)
	▪ Reduced non-personnel funding for travel ($1,127), operating supplies ($2,500), memberships ($1,500), training ($2,592), telephone costs ($250), unclassified services ($2,000), postage ($2,500), operating equipment ($3,867) and consultant services ($19,081).	
	▪ Decreased revenues in Falls Church projections ($7,473), Compensation Board funding ($18,346) and High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($3,043), partially offset by the restoration of funding to the Department of Criminal Justice Services Victim Witness Grant ($13,628).	
FY 2012	▪ The County Board added funding for a position previously funded with the Grants to Encourage Arrest Policies and Enforcement of Protective Orders (GEAP) program ($64,590, 1.0 FTE).	1.0
	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	

Fiscal Year	Description	FTEs
	▪ Increased revenues in Falls Church projections ($2,427), Compensation Board reimbursements as a result of partial restoration of funding ($56,318), and High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($26,578).	
FY 2013	▪ Increased revenues in Falls Church reimbursements based on the FY 2013 proposed budget and reconciliation of FY 2011 reimbursements with the corresponding actual expenditures ($107,876). ▪ Decreased revenues in Compensation Board reimbursements ($5,849) based on a reduction in Aid to Localities. ▪ Decreased revenues in the High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($9,751) based on projected personnel expenditures for the grant funded positions. ▪ Increased revenues in the Department of Criminal Justice Services (DCJS) Victim Witness Grant ($3,407).	
FY 2014	▪ Increased fee revenues due to higher projections in Falls Church reimbursements ($2,619). ▪ Increased grant revenues due to an increase in State Compensation Board reimbursements ($77,298) as a result of restoration of previous state aid reductions and salary increases. ▪ Decreased grant revenues in the High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($3,758) based on projected personnel expenditures for the grant funded positions.	
FY 2015	▪ Decreased fee revenues due to lower projections in 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, 1.0). ▪ Fee revenues increased due to higher projections in 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).	1.0
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	(2.0)

Fiscal Year	Description	FTEs
	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 in 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).	
	▪ *Added a grant funded FTE for the Victim Witness Grant in July 2016.*	*(1.0)*

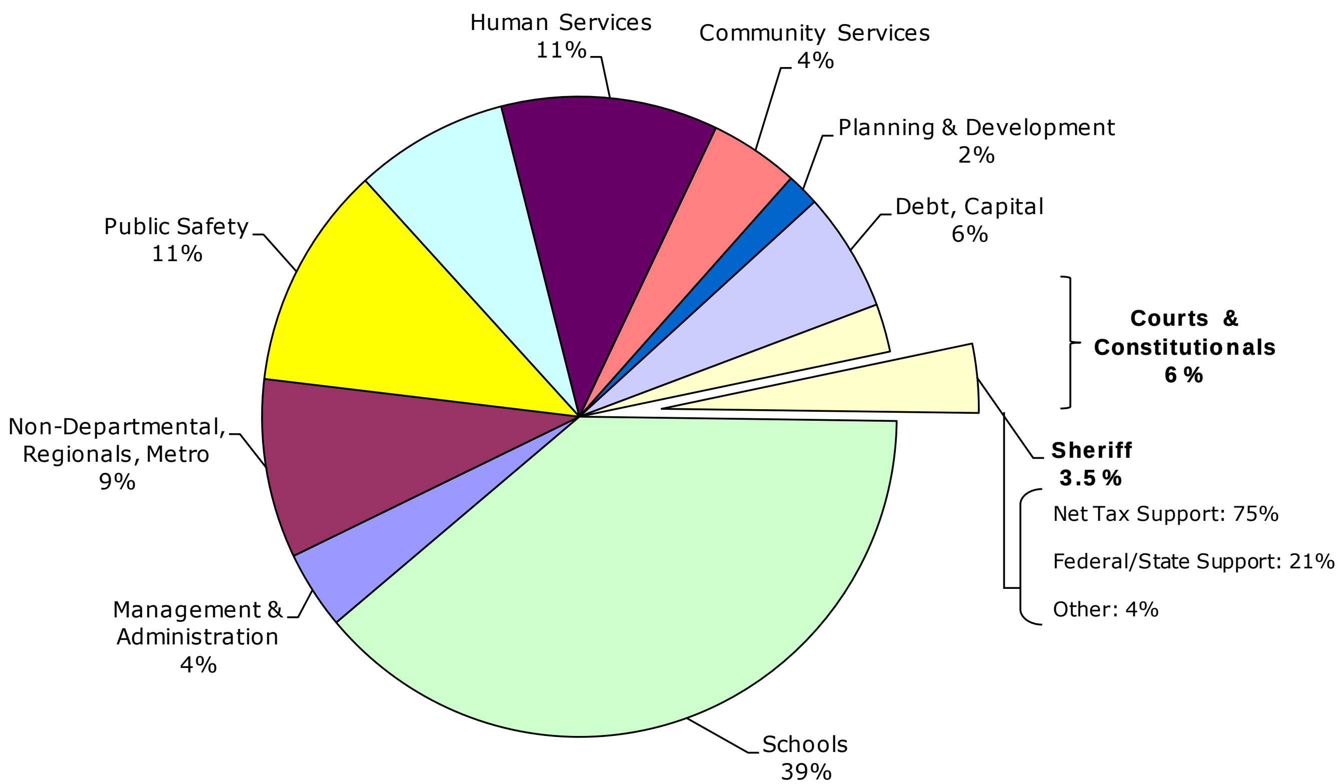
ARLINGTON
VIRGINIA

SHERIFF'S OFFICE
Beth Arthur, Sheriff
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4460
sheriff@arlingtonva.us

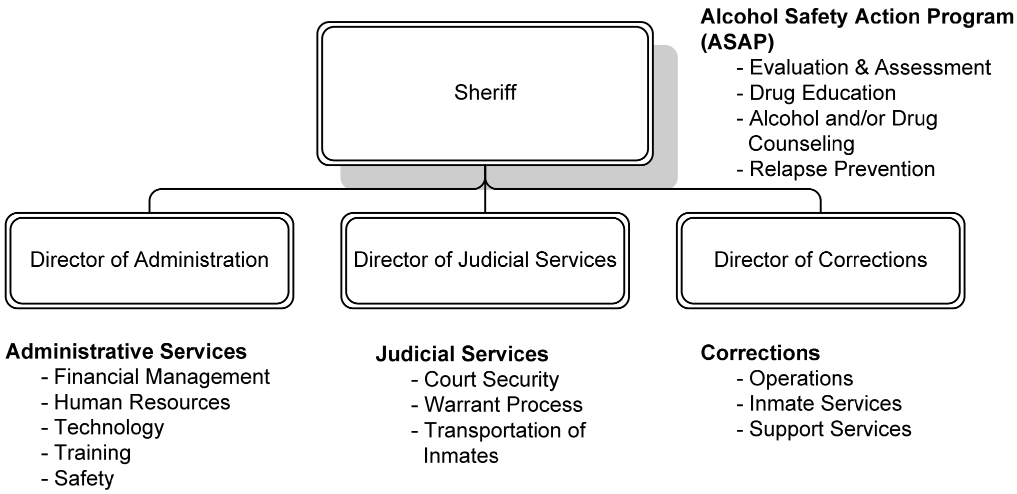
Our Mission: Partnering to make the justice system work

The Arlington County Sheriff's Office is responsible for the management and operation of the Arlington County Detention Facility and all related correctional responsibilities; providing courthouse/courtroom security and court support services; service/execution of civil and criminal warrants and court orders; transportation of inmates; providing administrative support; as well as management and oversight of the Arlington Alcohol Safety Action Program (ASAP).

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Sheriff's Office is $43,041,825, a four percent increase from the FY 2017 adopted budget. The FY 2018 expenditure budget reflects:

- ↑ Personnel increases due to the addition of five Sheriff Deputies and two Sheriff Sergeants ($590,157, 7.0 FTEs); the Sergeants will be hired at the beginning of the fiscal year, while the Sheriff Deputies will be hired in fall of 2017. Increases are also due employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due the addition of one-time funding for new uniforms ($400,000), one-time funding for wearing apparel and equipment for the new deputy positions ($62,502), increase in armory funded by a reallocation from from the closure of Peumansend Creek Regional Jail (PCRJ) ($50,000), contractual increases for inmate medical services ($71,967) and pharmaceutical supplies ($7,499), and adjustments to the annual expense for maintenance and replacement of County vehicles ($29,604). These increases are partially offset by the removal of one-time funding for consultant services to assist in facilities redesign efforts in the Detention Center and Courts facilities ($50,000), and wearing apparel and equipment for the deputy positions added in FY 2017 ($43,555).
- ↓ Fee revenue decreases primarily due to a decrease in fingerprinting fees ($3,000) and a decrease in ASAP program fees ($48,013), partially offset by fee increases due to higher projections in 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).
- ↑ Grant revenue increases due an an increase in the Prisoner Expense Reimbursement grant ($150,000) and a one-time State Compensation Board bonus as proposed in the Governor's FY 2018 budget ($117,231), offset by a decrease in ongoing State Compensation Board reimbursements ($197,675) and a decrease in Federal Prisoner reimbursement ($58,100).
- ▪ Funding is included for an additional seven positions in FY 2018 for the Sheriff's Office. The seven new positions include five Deputies and two Sergeants. In FY 2017, five deputy positions were added. These increases are part of a multi-year effort to address the Sheriff's staffing needs in the Detention Center and Courts buildings. At the end of FY 2017, the County's current

agreement with Peumansend Creek Regional Jails (PCRJ) will end. This frees up general fund resources that are being reallocated to the Sheriff as part of the FY 2018 proposed budget.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$36,854,425	$34,401,895	$35,330,383	3%
Non-Personnel	6,939,185	7,403,395	7,931,412	7%
Intra-County Charges	(91,037)	(219,970)	(219,970)	-
Total Expenditures	43,702,573	41,585,320	43,041,825	4%
Fees	1,391,179	1,502,382	1,459,416	-3%
Grants	9,113,103	9,112,016	9,123,472	-
Total Revenues	10,504,282	10,614,398	10,582,888	-
Net Tax Support	$33,198,292	$30,970,922	$32,458,937	5%
Permanent FTEs	273.00	280.00	287.00	
Temporary FTEs	6.00	6.00	6.00	
Total Authorized FTEs	279.00	286.00	293.00	

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 the recruitment and hiring process, employee relations and 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.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the hiring of new employees at lower salaries, which is partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections and the transfer of one Deputy Sheriff Corporal from Judicial Services ($151,884, 1.0 FTE).

↑ Non-personnel increases due to an increase in armory funded by a reallocation from the closure of Peumansend Creek Regional Jail ($50,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($29,604), offset by the removal of one-time funding for consultant services to assist in facilities redesign efforts in the Detention Center and Courts facilities ($50,000).

↓ Grant revenue decreases due an expected reduction in Compensation Board reimbursements ($78,227).

ADMINISTRATIVE SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,670,566	$3,432,436	$3,336,580	-3%
Non-Personnel	1,003,430	902,166	931,770	3%
Total Expenditures	4,673,996	4,334,602	4,268,350	-2%
Fees	406,929	490,000	490,000	-
Grants	1,731,671	1,768,423	1,690,196	-4%
Total Revenues	2,138,600	2,258,423	2,180,196	-3%
Net Tax Support	$2,535,396	$2,076,179	$2,088,154	1%
Permanent FTEs	21.00	23.00	24.00	
Temporary FTEs	2.40	2.40	2.40	
Total Authorized FTEs	23.40	25.40	26.40	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Applicants hired	18	18	17	43	40	35
Percent of staff completing mandatory recertification	99.0%	100%	100%	100%	100%	100%
Staff vacancy rate	1.7%	1.1%	2.5%	6.2%	4.2%	3.0%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Applications received/processed	660	789	1,262	2,768	2,000	2,000
Average length of time (in months) to hire new employees	7.7	8.7	11.6	6.8	6.0	6.0
Background investigations conducted	528	650	621	630	630	630
Number of training programs completed	4,105	4,218	3,757	3,184	4,000	4,000

- The higher number of individuals hired in FY 2016 and FY 2017 is due to retirements and the addition of five new FTEs in both FY 2016 and FY 2017.
- The increase in the number of applications process is due to increasing the frequency of testing to every month.

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, orders, and other civil processes issued by the Courts and regulatory offices and supervise evictions. 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 to commitment hearings.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in County's cost for employee health insurance, and retirement contributions based on current actuarial projections and the transfer of two Deputy Sheriff IIs from Corrections ($218,060, 2.0 FTEs). These increases are partially offset by the transfer of one Deputy Sheriff Corporal to Administration ($151,884, 1.0 FTE).
- Non-personnel costs for this program are budgeted in Administrative Services.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$6,260,087	$5,373,069	$5,730,607	7%
Non-Personnel	-	-	-	-
Total Expenditures	6,260,087	5,373,069	5,730,607	7%
Total Revenues	-	-	-	-
Net Tax Support	$6,260,087	$5,373,069	$5,730,607	7%
Permanent FTEs	39.00	39.00	40.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	39.00	39.00	40.00	

PERFORMANCE MEASURES

Court Security

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Daily average number of inmates held in court lockup	30	30	30	30	30	35
Daily average number of people passing through courthouse screening	1,399	1,226	1,497	1,545	1,700	1,800
Daily average weapons confiscated at screening stations	3	0	0	0	0	0
Number of times Court Security Supervisor assigned to a courtroom	29	21	21	51	40	35
Number of Court Days	2,082	1,988	1,885	1,800	2,000	2,200
Number of times Courtrooms staffed with non-court security personnel	460	221	401	400	430	430
Percent Court Days without significant disruptions	95%	95%	95%	95%	95%	95%

- Daily average number inmates held in court lockup is due to an anticipated increase in court cases and the addition of a sub-judge to existing docket in FY 2018.
- Average daily figures are based on days the courthouse is open to the public.
- 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. The FY 2016 increase is due to an increase in staff level courtroom security being in training, assisting with transportation, or warrants.
- Number of courts days is the number of courts operating per work day (i.e. four courts = four days). This includes Circuit Court, General District Court, Juvenile and Domestic Relations Court and Mental Health Hearings.
- Significant disruption is defined as an unplanned security response to a courtroom.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Circuit Court cases	13,463	13,560	15,691	16,400	16,500	17,000
District Court cases	94,428	106,764	102,895	100,000	106,000	107,000
Juvenile & Domestic Relations Court cases	10,786	11,162	10,375	10,955	11,200	11,500

Warrant Process

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Criminal warrants: Attempts	4,040	4,193	4,432	3,468	3,940	4,500
Criminal warrants: Served/Disposed	816	1,499	1,555	1,292	1,600	1,575
Evictions: Executed	351	388	341	344	350	375
Legal process service: Attempts/investigations	31,520	28,904	30,034	30,100	31,500	32,200
Legal process service: Papers actually served	28,482	29,468	27,597	27,856	28,500	29,500

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Criminal warrants: Received	1,629	1,710	1,564	1,476	1,650	1,750
Evictions: Received	629	542	586	688	650	650
Extraditions	181	220	194	180	200	220
Legal process service: Papers received	29,334	28,904	27,936	27,468	28,580	28,580

- The number of served/disposed warrants includes arrests.
- Number of papers actually served could exceed the number of papers received due to some requiring more than one service attempt per paper (e.g.: levies, evictions, and garnishments).
- The number of evictions received exceeds the number of evictions executed due to a mutual agreement to settle out of court between the property manager and the individual being evicted.

Transportation of Inmates

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of transports conducted safely	99%	95%	98%	98%	98%	98%
Prisoners transported	2,802	2,925	2,379	2,686	2,700	2,700

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total transports	1,781	1,983	2,252	2,332	2,350	2,350

- A transport conducted safely refers to zero escapes, altercations, and/or vehicular accidents.
- 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).

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of five Sheriff Deputies and two Sheriff Sergeants ($590,157, 7.0 FTEs); the Sergeants will be hired at the beginning of the fiscal year, while the Sheriff Deputies will hired in fall of 2017. Increases are also due to employee salary increases, an increase in County's cost for employee health insurance, and retirement contributions based on currect actuarial projections, partially offset by the transfer of two Deputy Sheriff IIs to Judicial Services ($218,060, 2.0 FTEs).
- ↑ Non-personnel increases due to the addition of one-time funding for new uniforms ($400,000), wearing apparel and equipment for the new deputy positions ($62,502), contractual increases in inmate medical services ($71,967) and pharmaceutical supplies ($7,499), partially offset by the removal of one-time funding for wearing apparel and equipment for the deputy positions added in FY 2017 ($43,555).
- ↑ Fee revenue increases due to correction fee adjustments ($490).
- ↑ Grant revenue increases due an an increase in the Prisoner Expense Reimbursement grant ($150,000) and a one-time State Compensation Board bonus as proposed in the Governor's FY 2018 budget ($117,231), partially offset by a decrease in ongoing State Compensation Board reimbursements ($119,448) and a decrease in Federal Prisoner reimbursement ($58,100).

CORRECTIONS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$26,338,859	$24,959,994	$26,599,584	7%
Non-Personnel	5,902,216	6,455,832	6,954,245	8%
Intra-County Charges	(91,037)	(219,970)	(219,970)	-
Total Expenditures	32,150,038	31,195,856	33,333,859	7%
Fees	549,215	579,860	580,350	-
Grants	7,381,431	7,343,593	7,433,276	1%
Total Revenues	7,930,646	7,923,453	8,013,626	1%
Net Tax Support	$24,219,392	$23,272,403	$25,320,233	9%
Permanent FTEs	207.00	212.00	217.00	
Temporary FTEs	2.60	2.60	2.60	
Total Authorized FTEs	209.60	214.60	219.60	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
American Correctional Association Accreditations compliance rating	99.4%	N/A	N/A	99.4%	N/A	N/A
Average daily population	479	488	460	470	475	480
Virginia Department of Corrections Accreditations compliance rating	100%	100%	100%	99%	100%	100%

- The American Correctional Association (ACA) conducts an audit every three years with the next one in FY 2019. There are 435 National Standards that must be met in order to achieve accreditation.
- The Virginia Department of Correction audits life, health, and safety standards annually.

Operations

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Daily average state prisoners housed in the detention facility	92	110	160	157	175	185
Monthly average inmates housed in Peumansend Creek	34	36	23	12	11	0
Number of shifts in phase 1 lockdown	147	122	117	46	50	50
Number of shifts in phase 2 lockdown	175	174	216	71	90	90
Number of shifts in phase 3 lockdown	216	190	275	549	560	225
Police bookings processed	10,845	10,813	10,782	11,021	11,500	11,900

- Due to the closing of Virginia Department of Corrections (VDOC) prisons, the number of State Responsible inmates will continue to increase.
- Arlington County is allotted 60 beds at Peumansend Creek Regional Jail. Figures are based on calendar year. The County will withdraw from Peumansend Creek Regional Jail at the end of FY 2017.
- Phase 1 lockdowns occur in the Detention Facility when staffing falls 25 percent below required minimum staffing during the day and 18.5 percent below minimum staffing at night (Minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details.
- Phase 2 lockdowns occur in the Detention Facility when staffing falls 28 percent below required minimum staffing during the day and 22.3 percent below minimum staffing at night (Minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details.
- Phase 3 lockdowns occur in the Detention Facility when staffing falls 31 percent below required minimum staffing during the day and 26 percent below minimum staffing at night (Minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details. The estimated decrease in the number of Phase 3 lockdowns in FY 2018 is in anticipation of the new FTEs.
- Police bookings represent the number of individuals arrested and transported to jail, or arrested and released on a summons that were entered into the Record Management System.
- Total commitments are the number of prisoners committed to jail from arrests, warrant service or transferred from another jurisdiction to our custody.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average daily number of federal inmates held	3	5	2	2	2	2
Inmate grievances heard	446	442	1,075	1,245	950	900
Total commitments	6,694	6,565	6,344	6,529	6,600	6,650
Total releases	6,637	6,635	6,343	6,489	6,600	6,650

- Total commitments are the number of prisoners committed to jail from arrests, warrant service or transferred from another jurisdiction to our custody.
- Total releases are the number of prisoners, who were committed and have made bond, completed their sentence, transferred or are released per judicial directive.

Inmate Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Pretrial average daily population	239	203	261	367	325	325
Pretrial supervision days	87,193	79,337	95,276	103,894	100,000	100,000
Rate of successful closure of pretrial participants	97%	95%	94%	94%	95%	95%

CORRECTIONS

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Community work programs completed	156	130	135	111	126	126
GEDs awarded	13	27	7	6	5	5
Home detention placements	18	10	10	3	5	6

- GEDs awarded has decreased over the past several years due to the transition to an internet-based system with more difficult testing.

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Inmate medical screenings	5,100	3,071	3,508	5,041	5,100	5,150
Inmate physical exams	2,224	1,047	2,206	2,981	3,150	3,250

- An inmate medical screening is done for every person who is committed to the Detention Facility.
- An inmate physical exam is conducted for individuals who are committed once they have been incarcerated for 14 days. A physical is done once a year on those inmates who are incarcerated for than a year.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Inmate meals served	562,486	570,335	545,851	563,700	565,000	567,000

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.

Drug Education

- Offenders are required to attend a minimum of 20 hours of alcohol or drug 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.

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. Relapse prevention programs are shorter in duration than outpatient treatment and when appropriate, the ASAP office can arrange for the offender to attend these services free of charge.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Fee revenue decreases due to a decrease in ASAP program fees ($48,013), partially offset by higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($4,557).

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$584,912	$636,396	$663,612	4%
Non-Personnel	33,540	45,397	45,397	-
Total Expenditures	618,452	681,793	709,009	4%
Fees	435,035	432,522	389,066	-10%
Total Revenues	435,035	432,522	389,066	-10%
Net Tax Support	$183,417	$249,271	$319,943	28%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	1.00	1.00	1.00	
Total Authorized FTEs	7.00	7.00	7.00	

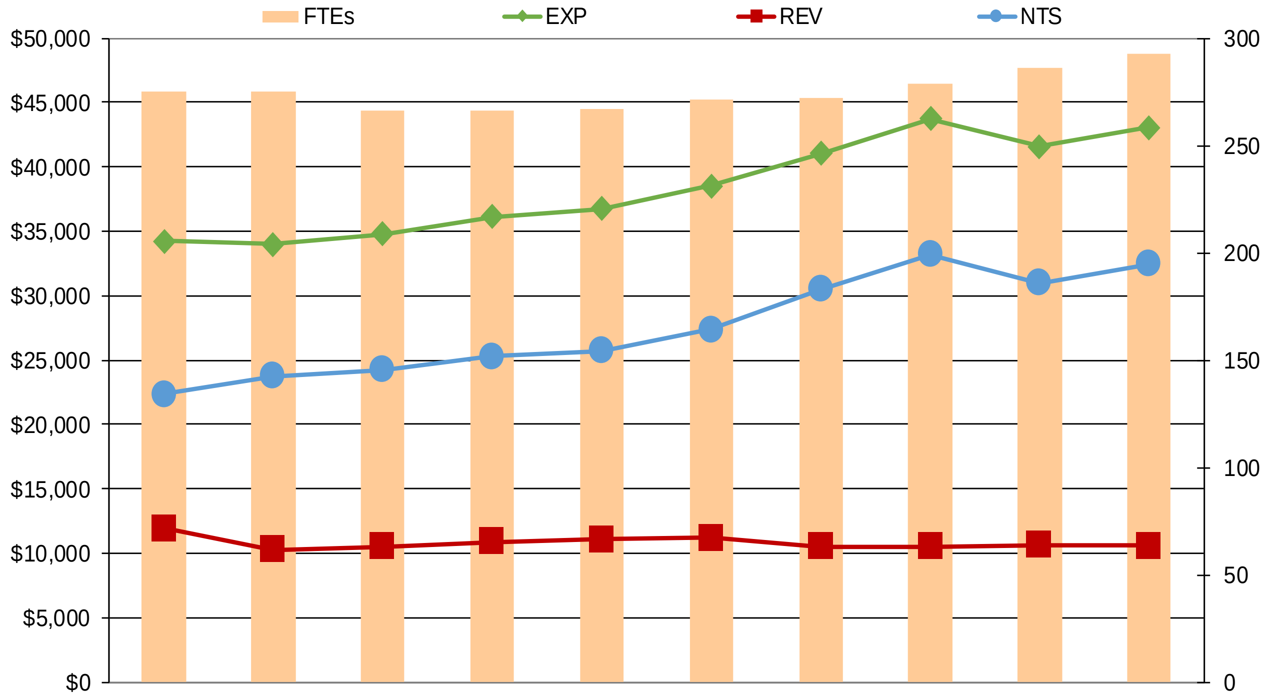
PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Maintain compliance with the Virginia Alcohol Safety Action Program standards	99%	99%	99%	99%	100%	100%
Number of ASAP education programs	72	67	56	47	45	45
Percentage of fees collected in comparison to fees assessed	91%	92%	91%	94%	94%	94%
Percentage of successful program completions	80%	82%	83%	84%	84%	84%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Alcohol education classes	65	60	50	42	40	40
Alcohol referrals	1,213	1,149	1,163	941	900	900
Drug education classes	7	7	6	5	5	5
Drug referrals	167	183	153	107	107	110
Falls Church referrals	77	86	64	64	64	64
Percentage of needs identified and referred to appropriate resources	99%	99%	99%	99%	99%	99%
Public awareness presentations	4	3	2	3	3	3

- An audit is conducted every three years for compliance with the Virginia Alcohol Safety Action Program standards.
- The decrease in ASAP education programs is a result of a decrease in court referrals. This would imply a decrease in either arrest and or convictions for offenses which require an ASAP referral.
- 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 made to schools, community groups, law enforcement professionals and legal counsel, etc.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$34,228	$33,965	$34,780	$36,148	$36,728	$38,527	$41,005	$43,703	$41,585	$43,042
REV	$11,905	$10,242	$10,518	$10,855	$11,051	$11,159	$10,500	$10,504	$10,614	$10,583
NTS	$22,323	$23,723	$24,262	$25,293	$25,677	$27,368	$30,505	$33,198	$30,971	$32,459
FTEs	274.80	274.80	266.40	266.00	267.00	271.00	272.00	279.00	286.00	293.00

Fiscal Year	Description	FTEs
FY 2009	▪ Added grant funding for the State Criminal Alien Assistance Program (SCAAP) ($350,000) and increased utility cost and nondiscretionary contracts. The increases were partially offset by budget reductions in a variety of accounts ($61,577).	
	▪ Increased revenues from Courthouse Security fees ($97,550), Weekender fees ($7,834) and other ASAP fees ($29,101), grant funding for the State Criminal Alien Assistance Program ($350,000), State Compensation Board reimbursements for salaries and benefits ($214,819), and reimbursements for housing federal prisoners ($125,000).	
	▪ Decreased projections in Falls Church reimbursements ($47,507).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($150,882).	
	▪ Added funding for contractual increases in inmate care ($178,036).	
	▪ Eliminated the Personnel Technician position ($53,467, 1.0 FTE) and reduced the training budget ($9,801) in Administrative Services.	(1.0)
	▪ Eliminated a Service Assistant IV (Lobby Aide) position ($46,055, 1.0 FTE), a Property Clerk position ($46,055, 1.0 FTE), three Deputy Sheriff II positions ($268,988, 3.0 FTEs), an Administrative Assistant III position ($61,000, 1.0 FTE), and overtime expenses ($500,000) in the Corrections Division.	(6.0)
	▪ Eliminated temporary positions as part of FY 2009 State cuts ($49,562, 1.4 FTEs).	(1.4)
	▪ Transferred projected savings from utilities at the Detention Center to the County's Master Lease ($394,651). These savings will be used towards the payment of the debt service incurred to retrofit the Arlington County Detention Facility and Police/Courts building making them more energy efficient and lowering utility costs.	
	▪ Decreased revenues due to State cut in Compensation Board reimbursements for salaries and benefits ($116,503), State funding for prisoners expense ($234,953), Federal prisoners expense reimbursements ($675,000), Falls Church reimbursements ($84,746) and other fees and fines ($39,221).	
FY 2011	▪ Converted 2.0 FTEs for the Jail Industries Program from an Internal Service Fund into the General Fund in the Sheriff's Office ($187,987, 2.0 FTEs).	2.0
	▪ Encumbered the Business Systems Analyst (BSA) II position by a Computer Technician position ($31,196).	
	▪ Eliminated two Deputy Sheriff positions ($266,069, 2.0 FTEs), a Records Assistant IV position ($47,126, 1.0 FTE) and an Inmate Service Counselor I position ($69,963, 1.0 FTE).	(4.0)
	▪ Added temporary FTEs for Deputy Sheriff Assistants (1.6 FTEs).	1.6
	▪ Increased funding for contractual services for inmate care ($105,382) and transferred non-personnel funds from Jail Industries ($31,983).	

Fiscal Year	Description	FTEs
	▪ Added Intra-County charges ($219,970) for services of Jail Industries that offset the expenses of the Program. ▪ Decrease in grant revenues primarily due to lower projections for reimbursement of expenses for prisoners ($648,930) due to reductions in the reimbursement rate that the state pays localities for housing these prisoners. Revenues also decreased in the Compensation Board reimbursements ($76,869) due to state reductions and reimbursement for federal prisoners ($331,174) due to fewer federal prisoners.	
FY 2012	▪ The County Board restored a Deputy Sheriff position ($72,583, 1.0 FTE) and added one-time funding for one over-strength Deputy Sheriff position ($72,583). ▪ The County Board approved a one percent one-time lump sum payment for employees at the top step. ▪ Added contractual increase for inmate care ($75,683). ▪ Increased revenues in Falls Church reimbursement ($333,002) and state prisoner reimbursement ($450,000) partially offset by decreases in Compensation Board reimbursement ($100,000) and federal prisoner reimbursement (494,826).	1.0
FY 2013	▪ The County Board restored three Deputy Sheriff Positions ($219,617, 3.0 FTE) to help alleviate staffing issues at the Detention Center.	3.0
	▪ The County Board restored a Warrant Processor position ($45,000, 1.0 FTE).	1.0
	▪ The County Board approved two additional holidays for FY 2013 ($80,000). ▪ FY 2012 one-time funding for an overstrength position ($72,853) was eliminated. ▪ Decrease in the annual expense for the maintenance and replacement of County vehicles ($13,421). ▪ Eliminated State Criminal Alien Assistance Program (SCAAP) expenses ($350,000) and corresponding grant revenues ($350,000) due to uncertainty of the federal grant funds. ▪ Fuel expenses increased ($26,000). ▪ Increased revenue from miscellaneous fees ($60,927). ▪ Reduced fee revenue from the City of Falls Church ($51,309). ▪ Decrease in State Compensation Board revenue ($70,471) that anticipates ongoing reductions in aid to localities. ▪ State prisoner reimbursement revenue increases ($51,000) based on the projected number of prisoners to be held for the state; federal prisoner reimbursement decreased ($9,000).	
FY 2014	▪ The County Board added one-time funding in additional overtime funding to help reduce detention facility lockdowns ($80,000).	

Fiscal Year	Description	FTEs
	▪ Personnel increases included reclassification of uniform positions ($842,336).	
	▪ Removed one-time funding for FY 2013 additional County Board approved holidays ($80,000).	
	▪ Increased annual expense for the maintenance and replacement of County vehicles ($17,693) and contractual increases in Inmate Medical Services ($77,117) and Pharmaceutical ($9,329) contracts.	
	▪ Fee revenues increased primarily due to higher projections in Courthouse security fees ($40,000), fingerprinting fees ($2,500) and ASAP fees ($68,077). The increase in fee revenue is partially offset by lower projections in Falls Church reimbursements ($4,950).	
	▪ Grant revenues increased due to increased State Compensation Board reimbursements ($611,403), increased federal prisoner reimbursements ($48,300), and increased Comprehensive Correction Act revenue ($12,507).	
	▪ Reduced Inmate Medical Services ($100,000).	
	▪ *Includes a PREA Coordinator position for the Corrections division as part of FY 2013 closeout.*	*1.0*
FY 2015	▪ Added funding for a Prison Rape Elimination Act (PREA) Coordinator ($166,508).	1.0
	▪ Increase in annual expense for operating equipment for Telestaff maintenance charges ($25,000) and contractual agreements for inmate medical and pharmaceutical services ($34,126).	
	▪ Fee revenue increases 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 increases 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).	
FY 2016	▪ The County Board added funding to begin to address ongoing Sheriff staffing issues ($325,000 personnel, $25,000 non-personnel).	5.0
	▪ The authorized FTEs were increased 1.0 to reflect the County Board's action to add one-time funding for a Deputy Sheriff (1.0 FTE) for the expansion of the Drug Court Program. The salary for this position will be fully charged to the Circuit Court.	1.0
	▪ Swapped contractual services budget ($50,900) to personnel in the conversion of part-time contractors to temporary employees in ASAP ($50,900).	1.0
	▪ Increase due to contractual agreements for inmate medical and pharmaceutical services ($102,835).	

Fiscal Year	Description	FTEs
	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements ($172,361), a decrease in concealed weapons fees ($2,500) and other miscellaneous fees ($3,450), which are offset by an increase in ASAP referrals ($10,824). ▪ Grant revenue increases due to an increase in prisoner expense reimbursement ($150,000) and an increase in State 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).	
FY 2017	▪ Seven new positions are included in the FY 2017 budget. The seven new positions include five Deputy positions, one Americans with Disabilities Coordinator (ADA) position, and one Human Resource position ($499,740, 7.0 FTEs). 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). ▪ Decreased fee revenue due to lower projections in Falls Church reimbursements projections 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).	7.0

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OFFICE OF THE COMMISSIONER OF REVENUE
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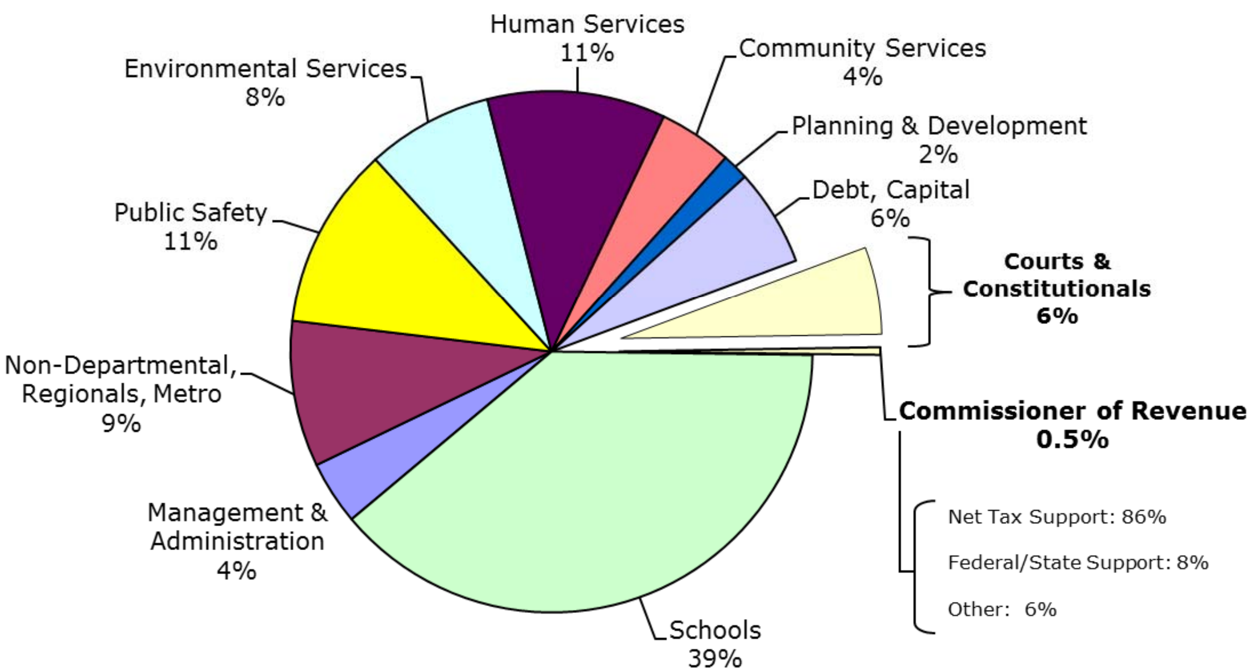
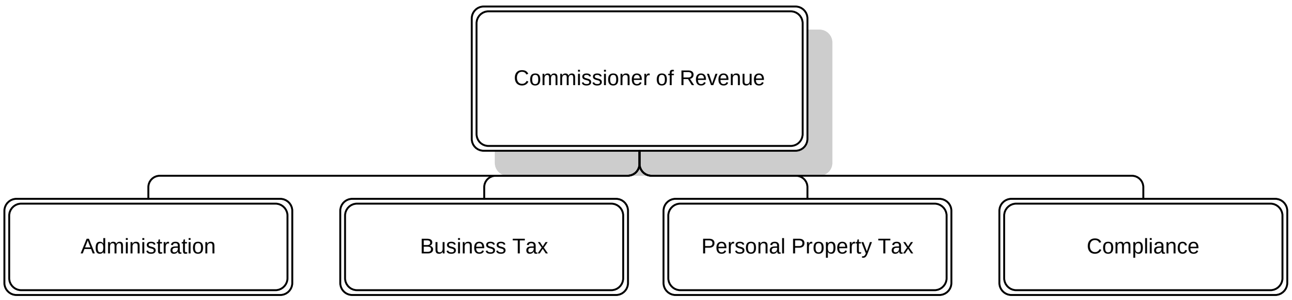
Our Mission: To provide Arlington County residents and businesses with high quality service in meeting their tax obligations.

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administration
- Administration
- Legal Counsel
- Customer Advocacy

Business Tax

Personal Property
- Personal Property Registration & Assessment
- DMV Select

Compliance
- Personal Property Enforcement
- State Income Tax Assistance

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Commissioner of Revenue is $5,809,383, a four percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to the addition of a limited term Business Tax auditor position that is offset by an increase in tax audit revenue ($95,091, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenues increase due to additional revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue ($10,000) and a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($6,854), offset by a decrease in ongoing State Compensation Board reimbursements ($12,319).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,026,337	$5,210,020	$5,446,540	5%
Non-Personnel	383,221	362,694	362,843	-
Total Expenditures	5,409,558	5,572,714	5,809,383	4%
Fees	341,454	310,000	320,000	3%
Grants	452,139	460,125	454,660	-1%
Total Revenues	793,593	770,125	774,660	1%
Net Tax Support	$4,615,965	$4,802,589	$5,034,723	5%
Permanent FTEs	52.00	52.00	53.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	52.00	52.00	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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenues increase due to additional revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue ($10,000) and a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($6,854), offset by a decrease in ongoing State Compensation Board reimbursements ($12,319).
- All fee and grant revenues associated with the Office of the Commissioner of Revenue are budgeted in the Administration Division for ease of tracking. Tax revenues assessed and administered by the Office of Commissioner of Revenue are discussed in the revenue summary of the budget.

ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,259,098	$1,371,235	$1,432,380	4%
Non-Personnel	81,066	76,724	75,307	-2%
Total Expenditures	1,340,164	1,447,959	1,507,687	4%
Fees	341,454	310,000	320,000	3%
Grants	452,139	460,125	454,660	-1%
Total Revenues	793,593	770,125	774,660	1%
Net Tax Support	$546,571	$677,834	$733,027	8%
Permanent FTEs	11.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of customer requests fulfilled by established timeframes	75%	75%	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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of customers served by Advocate	661	705	797	1,097	1,300	1,400

- The number of customers served by the Advocate increased in FY 2016 due to ongoing program outreach to businesses, homeowner associations, and service organizations. With continued improved internal processes and databases, including inter-division collaboration efforts, the number of customers served by the Advocate is expected to continue at a steady rate for FY 2017 and FY 2018.

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 a business tangible personal property tax on all furniture, fixtures, machinery, and tools used in Arlington County.
- Manages and administers an aggressive field canvass program to discover businesses that are conducting business in Arlington County without filing required tax returns.
- Provides exceptional customer service through improvements in training, technology, and by 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 related to the business license, business tangible, and custodial taxes of 200-240 businesses, and makes adjustments as needed.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a limited term Business Tax auditor position that is offset by an increase in tax audit revenue ($95,091, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- All fee and grant revenues associated with the Office of the Commissioner of Revenue are budgeted in the Administration Division for ease of tracking. Tax revenues assessed and administered by the Office of Commissioner of Revenue are discussed in the Revenue summary of the budget.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,547,384	$1,886,517	$2,072,623	10%
Non-Personnel	140,024	132,523	136,921	-
Total Expenditures	1,687,408	2,019,040	2,209,544	9%
Total Revenues	-	-	-	-
Net Tax Support	$1,687,408	$2,019,040	$2,209,544	9%
Permanent FTEs	19.00	19.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	19.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent business license statutory assessments to total business license returns	5%	4%	4%	5%	5%	5%
Percent business tangible statutory assessments to total business tangible returns	12%	11%	11%	11%	11%	11%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of business license tax returns processed	17,380	17,667	17,071	18,076	18,500	18,600
Number of business tangible tax returns processed	11,173	11,131	10,810	10,909	11,000	11,100
Number of custodial tax assessments	11,315	11,504	11,872	12,204	12,300	12,400
Number of days to respond to customer inquiries	1	1	1	1	1	1
Number of establishments assessed for meals tax	886	908	928	933	960	960

- When a business does not file an annual return with the County, a statutory assessment is made.
- The number of Business License and Business tangible tax returns processed decreased in FY 2015 as Real Estate agents (590) are no longer required to submit BPOL tax returns. The Real Estate brokers are instead charged with submitting the returns for their offices. The number of Business License and Business Tangible tax returns processed is expected to increase in FY 2017 and FY 2018 due in part to the field canvassing program which will have a direct effect on tax compliance. This will increase the number of business license and business tangible tax return accounts processed.
- The FY 2017 and FY 2018 increase in the number of establishments assessed for meals tax is partially driven by closing and opening of new restaurants. When one restaurant closes and another opens in its place within a fiscal year, it is counted as two restaurants that are assessed meals tax.

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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to staff turnover, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- All fee and grant revenues associated with the Office of the Commissioner of Revenue are budgeted in the Administration Division for ease of tracking. Tax revenues assessed and administered by the Office of Commissioner of Revenue are discussed in the revenue summary of the budget.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,638,374	$1,413,488	$1,358,106	-4%
Non-Personnel	117,914	111,598	109,539	-2%
Total Expenditures	1,756,288	1,525,086	1,467,645	-4%
Total Revenues	-	-	-	-
Net Tax Support	$1,756,288	$1,525,086	$1,467,645	-4%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Call abandon rate	1.6%	2.0%	2.0%	4.0%	3.0%	3.0%
Number of discrete pieces of personal property assessed (vehicles, boats, etc.)	195,872	195,948	193,666	194,092	194,000	193,000
Percent of assessments in compliance with the Code of Virginia	100%	100%	100%	100%	100%	100%
Percent of e-mail inquiries resolved within a three-day timeframe	97%	96%	86%	90%	90%	90%
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	12%	16%	13%	13%	15%	15%
Total value of assessments (in billions)	$1.52	$1.59	$1.57	$1.59	$1.59	$1.58

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of e-mails received	10,321	12,704	16,531	13,036	10,000	10,000
Number of tax adjustments	23,685	25,194	24,328	25,250	27,000	26,000
Total calls received	34,983	36,261	33,889	34,916	32,000	32,000

- The call abandon rate increased slightly due in part to the adoption of a new call system.
- The percent of email inquiries resolved within a three-day timeframe increased slightly in FY 2016 due to personnel changes and increased email volume. Ongoing improvements in FY 2017 and FY 2018 with the Customer Assessment Payment Portal (CAPP) upgrades and process automation will alleviate the work load and make more staff available to handle emails during peak times.
- The total value of tax assessments increased slightly in FY 2016 and is expected to continue at this moderate pace in FY 2017, but may decrease in FY 2018 due to reduced new car sales.
- The number of emails received decreased in FY 2016 due to process improvement efficiencies, resulting in improved customer response time. With the full implementation of the self-service Customer Assessment Payment Portal, more customers have access to account information online; as a result, this decrease is expected to continue in FY 2017 and FY 2018.
- The number of tax adjustments rose slightly in FY 2016 due in large part to improved communication with customers with outstanding tax balances that should be relieved. This ongoing effort is expected to increase tax adjustments for FY 2017 and level off in FY 2018.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, turnover in staff, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- All fee and grant revenues associated with the Office of the Commissioner of Revenue are budgeted in the Administration Division for ease of tracking. Tax revenues assessed and administered by the Office of Commissioner of Revenue are discussed in the revenue summary of the budget.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$581,481	$538,780	$583,431	8%
Non-Personnel	44,217	41,849	41,077	-2%
Total Expenditures	625,698	580,629	624,508	8%
Total Revenues	-	-	-	-
Net Tax Support	$625,698	$580,629	$624,508	8%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	6.00	

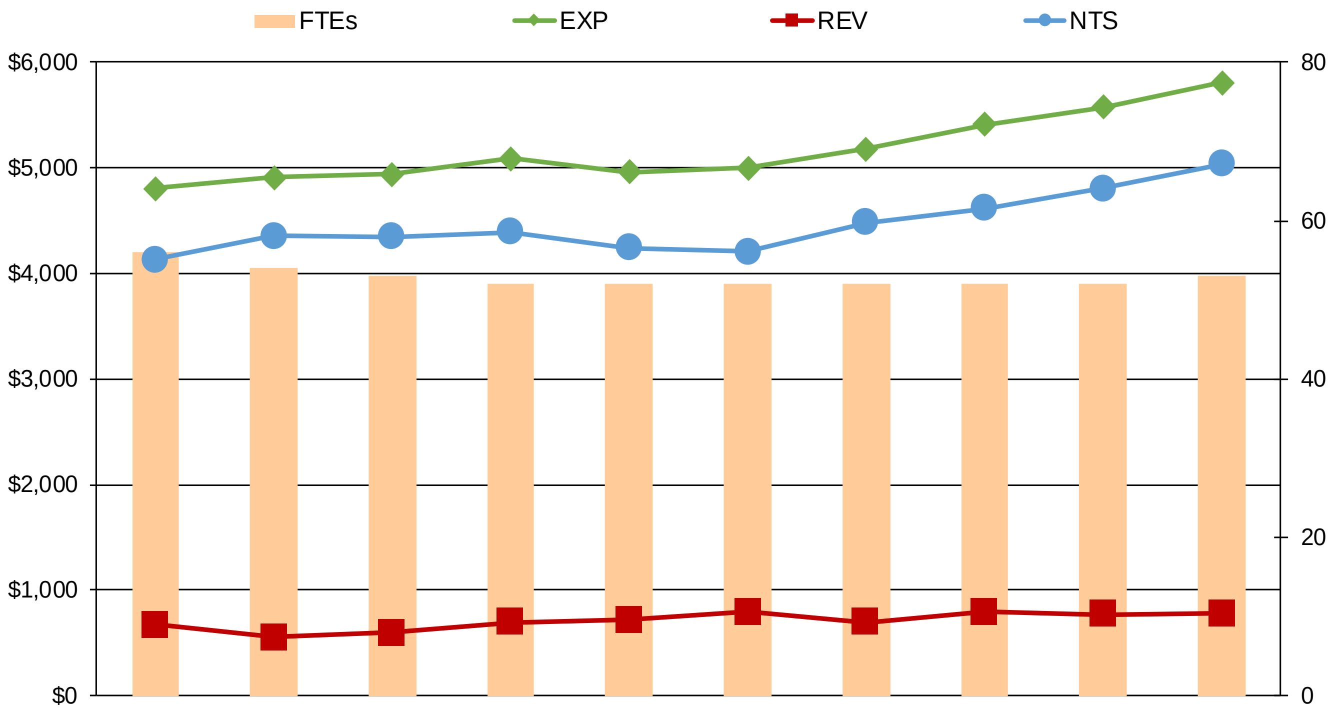
PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Value of Personal Property assessments by Enforcement Program (in millions)	$1.97	$1.72	$1.63	$2.15	$2.25	$2.35

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Enforcement Program letters sent	11,703	12,875	14,855	15,213	15,500	15,750
Summonses issued	1,315	944	1,037	959	1,000	1,000

- The value of assessments increased in FY 2016 due to the increase in field visits by the enforcement team including registration checkpoints and visits based on anonymous tip surveillance. This upward trend is expected to continue in FY 2017 and FY 2018.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$4,801	$4,907	$4,940	$5,085	$4,959	$4,995	$5,176	$5,410	$5,573	$5,809
REV	$672	$554	$595	$691	$718	$793	$697	$794	$770	$775
NTS	$4,129	$4,353	$4,345	$4,394	$4,241	$4,202	$4,479	$4,616	$4,803	$5,034
FTEs	56.00	54.00	53.00	52.00	52.00	52.00	52.00	52.00	52.00	53.00

Fiscal Year	Description	FTEs
FY 2009	▪ No significant changes.	
FY 2010	▪ Eliminated an Assistant Deputy Commissioner of Revenue position (1.0 FTE, $119,609) and a Word Processing Operator I position (1.0 FTE, $64,852). ▪ Funding added for a one-time lump-sum payment of $500 for employees ($30,980).	(2.0)
FY 2011	▪ Eliminated a Tax Assessor position (1.0 FTE, $71,174). ▪ Funding reduced for travel ($925), public outreach ($3,000), repair of equipment ($700), employee training ($2,200), telephones ($90) and gasoline ($243). ▪ Decreased personnel expenses ($2,842) in anticipation of higher staff turnover.	(1.0)
FY 2012	▪ Eliminated an Information System Analyst III position (1.0 FTE, $120,483). ▪ Small decrease in non-personnel expenses due to the adjustments to the annual expense for the maintenance and replacement of County vehicles ($663).	(1.0)
FY 2013	▪ Fee revenue increased ($25,000) to more closely align with previous years' actual revenue for out-of-state license plate fees for vehicles garaged in the County.	
FY 2014	▪ Fee revenue increased ($15,000) to more closely align with previous years' actual revenue for various service fees. ▪ Grant revenues increased due to a partial restoration of cuts in local aid from the State ($18,300) and an increase in State Compensation Board reimbursements ($12,699). ▪ Hold Assistant Deputy of Business Tax position vacant for six months ($59,971).	
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 decrease to realign State Compensation Board reimbursements with actual levels ($1,647).	
FY 2016	▪ Fee revenues increase 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 revenues increase due to an increase in State Compensation Board reimbursements ($22,350).	

Fiscal Year	Description	FTEs
FY 2017	▪ Fee revenue increases due to increased revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue ($15,000). ▪ Grant revenue increases due to an increase in State Compensation Board reimbursements ($3,423).	

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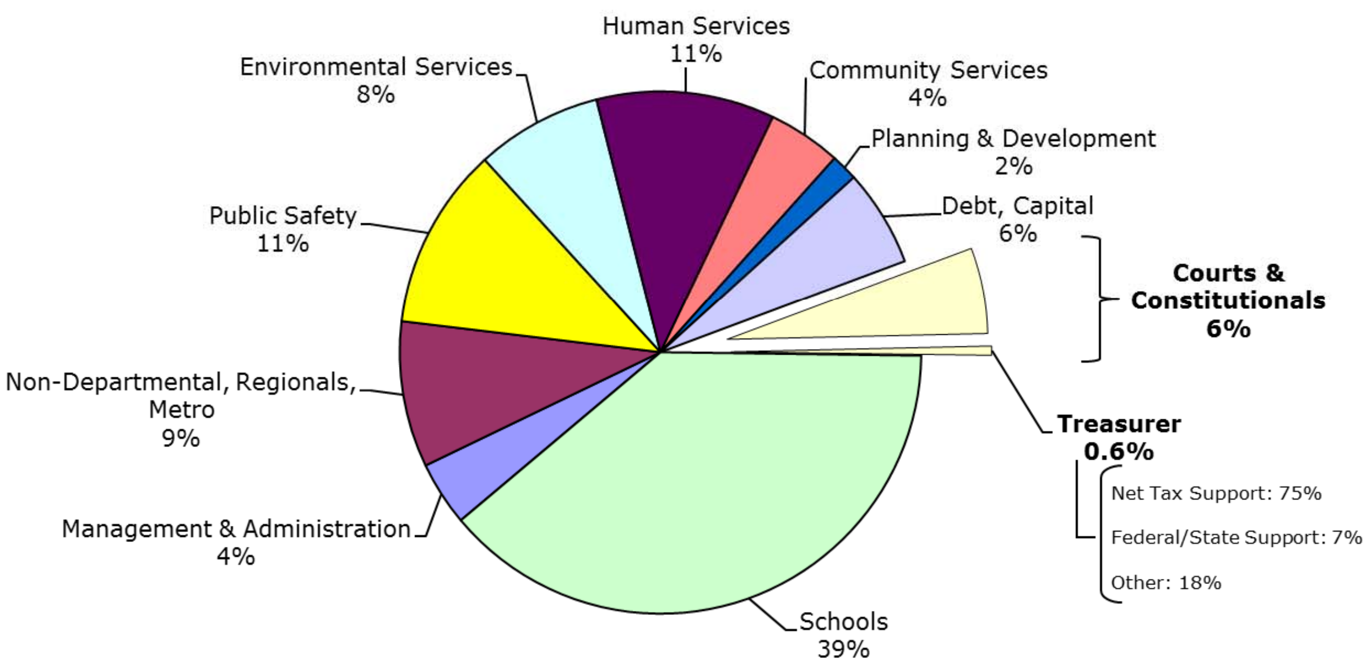
OFFICE OF THE TREASURER
Carla de la Pava, Treasurer
2100 CLARENDON BLVD., SUITE 201, ARLINGTON, VA 22201
703-228-3255
treasurer@arlingtonva.us

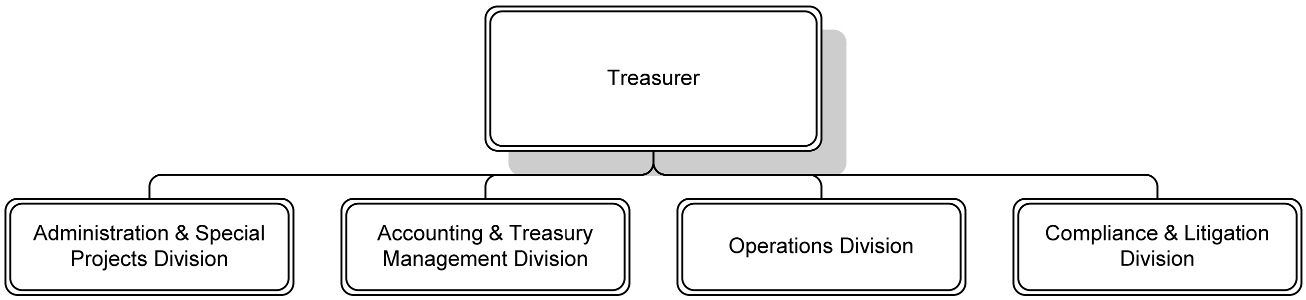
Our Mission: To receive, safeguard, and disburse County funds

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administration & Special Projects
- Administration
- Special Projects & Information Systems

Accounting
- Accounting
- Treasury Management

Operations
- Customer Service
- Management Information & Billing

Compliance
- Collections
- Liens
- Enforcement
- Litigation

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Treasurer's Office is $7,035,346, a two percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenues increase 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).
- ↓ Grant revenues decrease due to a decrease in ongoing State Compensation Board reimbursements ($8,503), offset by a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($7,522).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,920,856	$6,222,231	$6,357,303	2%
Non-Personnel	899,913	678,136	678,043	-
Total Expenditures	6,820,769	6,900,367	7,035,346	2%
Fees	1,320,110	1,159,837	1,292,057	11%
Grants	491,538	499,971	498,990	-
Total Revenues	1,811,648	1,659,808	1,791,047	8%
Net Tax Support	$5,009,121	$5,240,559	$5,244,299	-
Permanent FTEs	61.75	62.00	62.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	62.41	62.66	62.66	

ADMINISTRATION AND SPECIAL PROJECTS

PROGRAM MISSION

To ensure optimal use of available resources and high-quality service by providing functional office-wide 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; 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.
- Conducts statistical analyses and assists the Treasurer with projects necessary for reporting, presenting, and disseminating public information.

Special Projects and Information Systems

- Performs both ongoing and special one-time projects.
- Designs office forms, tax bills, and other distribution materials.
- Prepares and monitors both County and State annual budgets.
- Designs and maintains the Treasurer's website.
- Performs information systems analysis, design, testing, documentation, and programming.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and staff turnover.
- ↓ Revenues decrease due to decreased iPark fees ($32,249) and reload fees ($1,000), and a decrease in Easy Park meter revenue ($6,694), partially offset by an increase in dog licensing fees ($10,000).
- ↓ Grant revenues decrease due to a decrease in State Compensation Board reimbursements ($8,503), offset by a one-time State Compensation Board bonus as proposed in the Governor's proposed budget ($7,522).

ADMINISTRATION AND SPECIAL PROJECTS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,020,748	$1,099,614	$1,162,302	6%
Non-Personnel	502,657	170,859	170,766	-
Total Expenditures	1,523,405	1,270,473	1,333,068	5%
Fees	193,357	185,000	155,057	-16%
Grants	491,538	499,971	498,990	-
Total Revenues	684,895	684,971	654,047	-5%
Net Tax Support	$838,510	$585,502	$679,021	16%
Permanent FTEs	8.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	9.00	9.00	

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 School expenditure requirements. To provide and manage banking services 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. estimated state income tax payments and 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 requirements.
- Selects banking services and maintains all banking relationships.
- Manages the investment portfolio for the County and seeks to match projected cash flow requirements with investment maturities consistent with the principles of Safety, Liquidity and Yield (SLY).
- Manages the County's bond arbitrage program.
- Prepares the Treasurer's reports for the County Finance Board.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

ACCOUNTING AND TREASURY MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,361,240	$1,271,379	$1,292,209	2%
Non-Personnel	5,990	8,388	8,388	-
Total Expenditures	1,367,230	1,279,767	1,300,597	2%
Total Revenues	-	-	-	-
Net Tax Support	$1,367,230	$1,279,767	$1,300,597	2%
Permanent FTEs	10.75	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.75	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Bank Accounts managed at June 30	49	58	57	55	55	55
Bank reconciliation within accounting close date	100%	100%	100%	100%	100%	100%
Number of months investment performance outperforms 90 day T-bill rate benchmark	12/12	12/12	12/12	12/12	12/12	12/12
Balance of Funds at June 30	$558,430,550	$619,967,140	$649,929,875	$720,594,780	n/a	n/a
Balance of Unexpended Bond Proceeds at June 30 (SNAP – State Non Arbitrage Program)	$252,659,649	$252,006,369	$265,089,771	$192,720,320	n/a	n/a
Investment Interest Income (Cash Basis)	$4,346,131	$4,403,355	$3,598,755	$5,818,222	$5,300,000	$6,000,000

ACCOUNTING AND TREASURY MANAGEMENT

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 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	0	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

- Managed bank accounts include traditional checking and savings as well as investment accounts at banks (money market, CD).
- The Treasurer's Office is unable to estimate future fund balances because they are reliant on actions by the County Board and planned expenditures by the County.
- The Balance of Funds at June 30 includes cash from all funds excluding SNAP.
- The Balance of Unexpended Bond Proceeds (SNAP) is effected by both bond issuance activity and spend/reimbursement activity. Future estimates are highly dependent on market driven future issuance levels, as well as project expenditures. Again, the Treasurer's Office is unable to predict this.
- Investment interest income is provided on a cash basis, including earnings on unexpended bond proceeds.
- Investment interest income increased between FY 2015 and FY 2016 due to the increased size of the portfolio and higher market rates. The expected decrease in investment interest income (cash basis) from FY 2016 to FY 2017 is due to decreased State Non Arbitrage Program ("SNAP") investment earnings. The SNAP changed its investment structure in FY 2017 due to SEC regulation changes. During the transition period, SNAP proceeds were invested temporarily in a program-compliant, but lower yielding, investment vehicle. The proceeds have since been fully transitioned, and future yield is expected to be in line with prior non-transition-period yields.

OPERATIONS

PROGRAM MISSION

The mission of the Operations Division is to manage all revenue transactions, and issue various County licenses. In addition, we maximize customer convenience through face-to-face, 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 and provides the associated face-to-face customer service required to help customers understand their obligations and resolve problems.
- Processes payments received by other County departments and agencies.
- Transmits payment files for nightly posting to the accounts receivable systems.
- Provides frontline County services, among other activities, by issuing County vehicle decals and dog licenses, and accepting applications and payments for residential zone parking permits.
- Provides support for the Arlington County online payment portal (CAPP) including telephone, email, and face-to-face customer service. Creates and maintains customer accounts to include address maintenance, account consolidation, and real estate tax account set up. Coordinates with vendor to ensure optimum functionality of CAPP.

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.
- Reconciles the accounts receivable files to the County's general ledger.
- Performs and coordinates updates to handle real estate tax exemptions and deferrals, new construction tax billing, and other real estate issues.
- Coordinates with other County agencies and outside vendors to produce timely and accurate tax bills.
- Manages programs for processing payments though lockbox and mortgage tax services and other alternative customer payment options.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

OPERATIONS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,313,333	$1,535,194	$1,561,075	2%
Non-Personnel	362,130	276,915	276,915	-
Total Expenditures	1,675,463	1,812,109	1,837,990	1%
Total Revenues	-	-	-	-
Net Tax Support	$1,675,463	$1,812,109	$1,837,990	1%
Permanent FTEs	19.00	18.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	18.00	18.00	

PERFORMANCE MEASURES

Customer Service Section

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average time to process and mail a dog license (in minutes)	6	6	6	6	6	6
Percentage of Real Estate Registrations completed within one week	n/a	63%	76%	88%	90%	92%
Percentage of emails answered within 2 business days	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average time a taxpayer waits for assistance at a counter (in minutes)	6	6	6	6	6	6
Real Estate returned mail items processed	1,001	924	969	2,959	2,900	2,900
Number of cashier payments	156,710	148,793	111,317	91,377	90,000	90,000
Dog license revenue	$62,118	$62,789	$69,085	$68,929	$70,000	$70,000
Dog license sales (accounts)	3,451	3,570	3,805	3,859	3,500	4,000
Manual real estate registration transfers	5,001	6,158	5,242	6,512	5,775	6,000
Customer email responses	5,737	5,934	6,390	7,423	7,000	7,000
Percent of dog licenses processed within 4 business days	100%	100%	100%	100%	100%	100%
Customer maintenance work items completed	19,405	24,388	19,766	21,166	20,000	20,000

- The number of Real Estate returned mail items increased in FY 2016 when the office began researching and remailing returned real estate assessment letters issued by the Department of Real Estate Assessments.
- The number of cashier payments processed is decreasing because of fewer parking tickets and an increase in the number of departmental agencies accepting their own over-the-counter payments.
- The number of manual real estate registration transfers fluctuates with the number of real estate sales and transfers.
- Increased customer outreach to educate residents on tax and decal deadlines resulted in an increase in customer email inquiries and responses in FY 2016.

Management Information and Billing Section

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Taxpayers sent accurate original tax bills within 30 days of the due date	100%	100%	100%	100%	100%	100%
Average time on a phone call (minutes)	N/A	3	4	4	4	4

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Customer phone calls answered	49,329	36,394	33,080	34,282	30,000	30,000
Number of accounts billed	240,611	236,907	234,515	234,802	235,000	235,000
Number of automated payments processed (bank account debit)	36,592	38,454	42,064	42,605	42,500	42,500
Number of fleet vehicles billed through the Fleet Payment Program	7,649	7,745	8,639	9,162	9,200	9,200
Number of tax bills processed through real mortgage companies and tax services	71,927	72,396	72,429	72,191	73,000	73,000
Number of transactions processed through the online payment portal (e-check and credit card)	197,891	212,447	222,827	226,473	230,000	235,000
Number of transactions processed through the wholesale & retail lockbox system	241,241	255,901	236,870	182,044	190,000	190,000
Number of refunds issued	16,543	23,189	16,303	15,929	16,000	16,000
Decal Revenue	$4,971,836	$4,981,832	$4,982,387	$4,934,901	$5,000,000	$5,000,000
Decal Issuance	159,979	159,701	159,745	187,516	185,000	185,000

- The decrease in the number of wholesale and retail lockbox payments in FY 2016 is the result of a decrease in the number of parking tickets due to the transition of the parking ticket software system.
- The number of refunds issued in FY 2014 was higher than in other years due to an increase in parking ticket refunds.
- The increase in decal issuance for FY 2016 is the result of a reporting change. Previously, decal issuance was counted as the number of active vehicle personal property tax accounts that were issued a decal by the end of the fiscal year. Beginning with FY 2016, the cumulative number of decals both issued and reissued to vehicles throughout the year is being reported.

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 four functional areas: Collections, Court 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.
- Collect overdue parking tickets issued by the county and Ronald Reagan Washington National Airport.
- Collect delinquent accounts for numerous county agencies and departments.

Court Collections

- Collects delinquent court debt (fines, costs, forfeitures, penalties, and restitution).
- Utilizes court payment system and transfers data files.
- Collects overdue debt primarily through outreach to debtors. The court collections area is also 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 or lien action.

Enforcement

- Uses information acquired by collectors and gained through its own efforts to issue liens on wages, bank accounts, rents, and commercial accounts receivable.
- Identifies vehicles registered to owners with delinquent debt to Arlington County.
- Serves distress warrants to seize vehicles or other property.
- Offsets funds owed to the debtor by the County.
- Submits delinquent accounts to the Virginia Department of Taxation's set-off debt program.
- Performs on-site visits to enforce levies and immediately take possession or impound 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.
- Files and litigates all claims in Bankruptcy Court.
- Tracks, pursues, and responds to inquiries on judgments.
- Targets delinquent real estate for sale.
- Works with the Treasurers' Association of Virginia to reform and enhance tax collection tools and other laws affecting treasurers.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Revenue increases due to higher anticipated administrative compliance fees and court collections fees ($162,163).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,225,535	$2,316,044	$2,341,717	1%
Non-Personnel	29,135	221,974	221,974	-
Total Expenditures	2,254,670	2,538,018	2,563,691	1%
Fees	1,126,753	974,837	1,137,000	17%
Grants	-	-	-	-
Total Revenues	1,126,753	974,837	1,137,000	17%
Net Tax Support	$1,127,917	$1,563,181	$1,426,691	-9%
Permanent FTEs	24.00	24.00	24.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	24.66	24.66	24.66	

PERFORMANCE MEASURES

Compliance Division

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Delinquent clearances: total clearances	$33,172,317	$35,520,548	$30,611,322	$30,741,169	$28,575,000	$30,309,000

COMPLIANCE

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Administrative collection fees - Compliance	$668,949	$745,997	$524,407	$678,139	$678,000	$678,000
Administrative collection fees - Court Collections	$102,954	$390,967	$454,691	$424,613	$431,000	$459,000
Compliance: total clearances/FTEs	$1,525,164	$1,480,023	$1,241,335	$1,245,615	$1,158,207	$1,230,211
Delinquent clearances: business license	$4,445,492	$6,001,296	$4,532,180	$6,077,238	$6,000,000	$6,000,000
Delinquent clearances: other debt	$401,971	$802,658	$393,797	$559,669	$500,000	$600,000
Delinquent clearances: other taxes	$2,024,712	$2,512,233	$1,475,683	$2,040,959	$2,000,000	$2,000,000
Delinquent clearances: parking tickets	$4,472,641	$3,954,861	$3,679,305	$2,981,536	$3,200,000	$3,500,000
Delinquent clearances: personal property	$12,825,118	$13,216,652	$9,231,159	$9,092,573	$8,000,000	$8,000,000
Delinquent clearances: real estate	$7,202,010	$6,393,760	$8,711,728	$7,362,944	$7,500,000	$7,500,000
Delinquent clearances: courts	$1,028,471	$1,502,181	$1,608,372	$1,499,198	$1,600,000	$1,600,000

- Delinquent clearances were relatively flat in FY 2016; however, estimates for FY 2017 and FY 2018 are projected to continue the declining trend which began in FY 2014. The declining trend is primarily due to a decrease in personal property delinquency. Personal property delinquent balances continue to decrease as a result of procedures initiated in FY 2013 which target aged balances from prior years.
- Administrative collection fees include the commissions earned for collection of delinquent accounts assigned by county agencies. Collection fees vary from year to year based on the clearances for the fiscal year and are also dependent on the amount of accounts assigned for collection. The decrease in FY 2015 was due to the refund of a large payment that was collected in FY 2014.
- In previous years, "Administrative collection fees" included fees earned from court collections; because the commission structure for court collection accounts is different than accounts assigned by other county agencies and is subject to annual changes by the General Assembly, "court collection fees" have been separated from "administrative collection fees" and detailed in a separate category.
- Administrative collection fees – Court collections represents delinquent court fines, costs, forfeitures, penalties and restitution. Commission earned from court collections is subject to change annually and has previously been reported as part of "administrative collection fees." FY 2016 is the first year under the new court collections commission structure; as a result of the new revenue sharing formula mandated by the state, $24,000 of the Court Collection fees earned in FY 2016 were submitted to the state in FY 2017. Fees from court collections increased during FY 2015 as the result of collectors having more expertise in collecting court accounts. FY 2014 is the first full year of collection for the courts.
- The calculation for total clearances includes 0.66 FTEs which were contracted by the county prior to FY 2015.

- Delinquent clearances for business licenses increased during FY 2016 and are estimated to remain at the increased level in FY 2017 and FY 2018 as the result of analysis and reporting developed during FY 2016. FY 2014 included several high dollar clearances which do not occur every year.
- Delinquent clearances for other debt is dependent on debt assigned to the Treasurer's Office by other County departments.
- Collection of "Other Taxes" continued to increase in FY 2016 as a reflection of the additional resources dedicated to the collection of delinquent meals taxes beginning in FY 2013. The decrease in the collection of "other taxes" in FY 2015 can be attributed to turnover and training. FY 2016 increased as the result of improved reporting and more experienced collection staff.
- Delinquent clearances for parking tickets are dependent upon the number of parking tickets issued. A new parking ticket system was implemented late in FY 2016 resulting in lower issuance during the transition period.
- Personal property delinquent balances continue to decrease as a result of procedures initiated in FY 2013 which target aged balances from prior years.

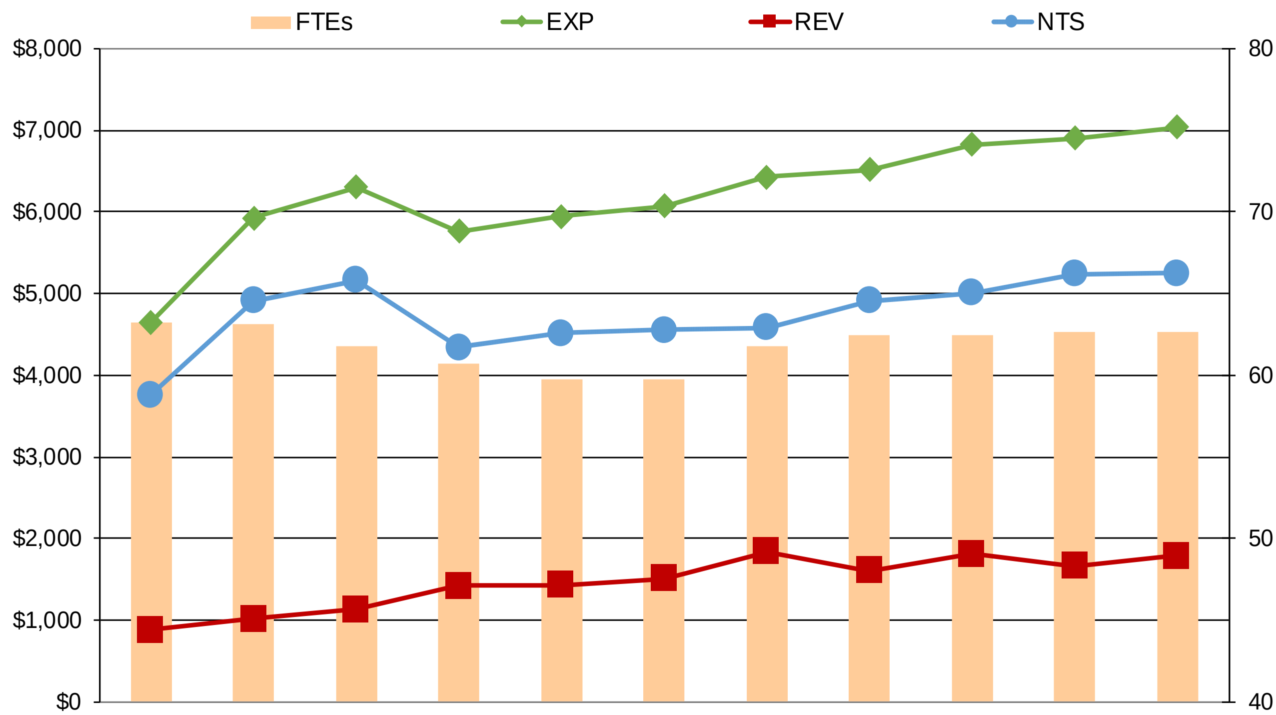
Litigation

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total litigation recoveries	$1,258,275	$871,839	$907,787	$830,929	$700,000	$650,000

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dollar value of delinquent real estate taxes owed to the County	$247,196	$218,779	$161,108	$171,614	$137,000	$150,000
Percent of claims filed within established timeframes	100%	100%	100%	100%	100%	100%
Percent of customer inquiries on judgments satisfied/fulfilled within established timeframes	100%	100%	100%	100%	100%	100%

- Total litigation recoveries began to decline in FY 2013 and continued to decrease in the FY 2016 actuals and FY 2017 and FY 2018 estimates, as the Treasurer's Office has eliminated the original backlog of delinquencies, resulting in fewer cases eligible for court action.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$5,925	$6,300	$5,761	$5,943	$6,068	$6,423	$6,516	$6,821	$6,900	$7,035
REV	$1,015	$1,136	$1,425	$1,430	$1,512	$1,840	$1,607	$1,812	$1,660	$1,791
NTS	$4,910	$5,164	$4,336	$4,513	$4,556	$4,583	$4,909	$5,009	$5,240	$5,244
FTEs	63.15	61.75	60.75	59.75	59.75	61.75	62.41	62.41	62.66	62.66

Fiscal Year	Description	FTEs
FY 2009	▪ No significant changes.	
FY 2010	▪ Eliminated an Administrative Assistant IV position ($44,641, 1.0 FTE) in the Operations Division.	(1.0)
	▪ Added funding for an overstrength position ($79,841) in the Administration and Special Projects Division.	
	▪ Decreased personnel expenses by $164,182 in anticipation of higher staff turnover during FY 2010 and elimination of temporary position (0.4).	(0.4)
FY 2011	▪ Eliminated a Treasury Specialist position ($78,814, 1.0 FTE) in the Compliance Division.	(1.0)
	▪ Reduced the non-personnel budget for unclassified services ($1,000), consultants ($1,500), county publications ($2,000) and wearing apparel ($1,792).	
FY 2012	▪ Transfer of 1.0 FTE to the Department of Technology Services for support of the ACE system.	(1.0)
FY 2013	▪ No significant changes.	
FY 2014	▪ Added two limited-term collector positions ($119,426), non-personnel and consultant expenses ($25,950), and revenue ($445,376) to enable the Treasurer's office to collect over $15.0 million in overdue Circuit Court and General District Court debt. The positions will be eliminated when the fees generated from court collections do not fully offset the costs associated with program.	2.0
	▪ Held Management Specialist position vacant for six months ($57,926).	
	▪ Increased grant funds due to a partial restoration of cuts in local aid from the State ($21,135) and an increase in State Compensation Board reimbursements ($13,666).	
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 form contractors to part-time employees.	0.66

Fiscal Year	Description	FTEs
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). ▪ *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.*	
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

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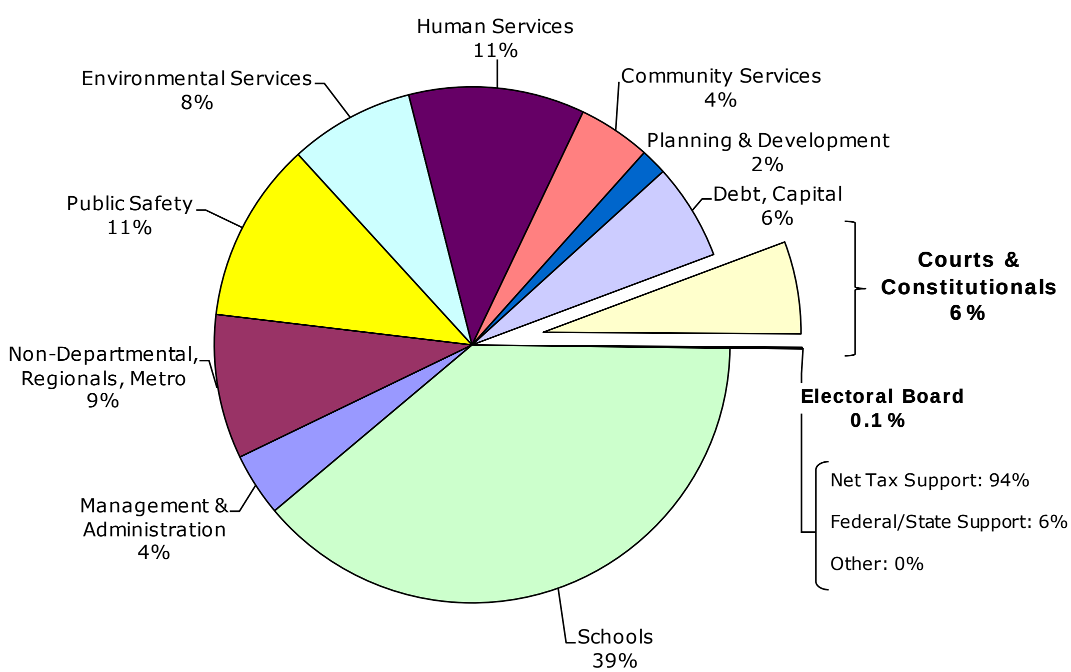
OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION
Linda Lindberg, Registrar
2100 CLARENDON BLVD., SUITE 320, ARLINGTON, VA 22201
703-228-3456
voters@arlingtonva.us

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 2018 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 2018 proposed expenditure budget for the Electoral Board is $1,316,048, a 26 percent decrease from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↓ Personnel decreases due to the removal of one-time funding for the calendar year 2016 Presidential Election ($366,554), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of one-time funding for the calendar year 2016 Presidential Election ($113,137).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$754,346	$1,161,533	$802,072	-31%
Non-Personnel	375,515	627,113	513,976	-18%
Total Expenditures	1,129,861	1,788,646	1,316,048	-26%
Fees	2,059	200	200	-
Grants	154,391	81,600	81,600	-
Total Revenues	156,450	81,800	81,800	-
Net Tax Support	$973,411	$1,706,846	$1,234,248	-28%
Permanent FTEs	6.60	6.60	6.60	
Temporary FTEs	1.80	1.80	1.80	
Total Authorized FTEs	8.40	8.40	8.40	

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).

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to removal of one-time funding for the calendar year 2016 Presidential Election ($366,554), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of one-time funding for the calendar year 2016 Presidential Election ($113,137).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
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Temporary FTEs	1.80	1.80	1.80	
Total Authorized FTEs	8.40	8.40	8.40	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

PERFORMANCE MEASURES

Critical Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate	CY 2018 Estimate
Address changes within Arlington	6,146	10,427	8,397	9,587	7,000	11,000
Number of absentee ballots mailed (November Election)	3,370	3,087	1,139	12,704	3,500	5,000
Number of data entry transactions	53,514	48,622	66,370	64,796	54,000	50,000
Number of Election Officers at polls (November)	378	373	299	571	380	380
Number of in person absentee voters (November Election)	5,137	4,641	1,733	26,832	5,200	5,500
Number of new voters registered	7,648	8,819	10,596	23,500	7,500	10,000
Number of volunteer hours utilized	75	51	45	350	80	60
Percent of registered voters voting (November)	49%	48%	27%	83%	50%	53%
Percentage of Election Officers attending training classes (November)	98%	100%	100%	100%	100%	100%
Total active registered voters (November)	137,127	141,085	134,772	148,032	143,000	146,000
Total inactive registered voters (November)	22,204	20,775	16,503	20,998	23,000	18,000
Total voters voting (November)	67,762	67,949	36,968	122,023	71,500	78,000
Transfers in from rest of State	4,076	4,451	4,109	11,087	4,200	5,000

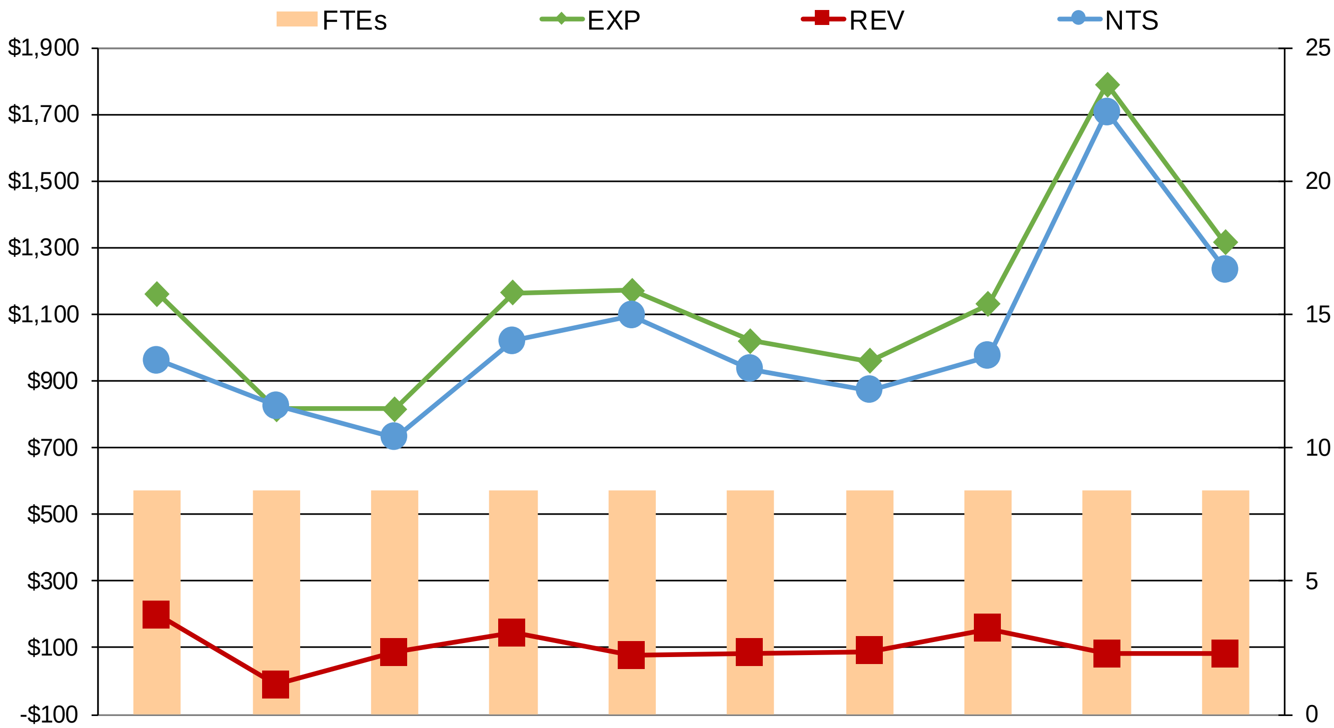
- These measures are based on calendar year (CY) estimates.
- Many of the measures are higher in CY 2016 due to the higher interest and turnout for Presidential elections. CY 2017 and CY 2018 estimates reflect an increasing trend toward in-person absentee ballot voting and higher utilization of online options for new registrations and registration transfers.
- Data entry includes all voters added or changed in our database. This includes new voters, voters with address changes, voters that transferred from or to another jurisdiction in VA, 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.
- The number of in person absentee voters increase significantly in CY 2016 due to high voter turnout for the Presidential Election and is projected to remain higher in the future based on voter preference and awareness.
- The number of volunteer hours utilized is dependent on the types of elections being held and the issues listed on the ballot in any given year.
- Inactive registered voters are registrants who have been sent but not responded to a confirmation mailing and have not voted.
- The measure “Transfers in from rest of State” represents voters who have moved to Arlington County from another Virginia voting jurisdiction.
- Elections in CY 2013 include the November 5, 2013 General Election for the offices of Governor, Lieutenant Governor, Attorney General, Virginia House of Delegates (45th, 47th, 48th, and

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

49th Districts), County Board, and School Board; and the June 11, 2013 Democratic Primary for Lieutenant Governor and Attorney General.

- Elections in CY 2014 include the November 4, 2014 General and Special Election for the offices of U.S. House of Representatives (8th District), County Board, School Board (2 seats), and Treasurer; the Special Election on August 19, 2014 for the 48th House Delegate Districts affecting 13 precincts; the Democratic Primary on June 10, 2014 for the office of U.S. House of Representatives; and the Special Election on April 8, 2014 for County Board.
- Elections in CY 2015 include the November 3, 2015 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; County Board (two seats); and School Board; and the Democratic Primary on June 9, 2015.
- Elections in CY 2016 include the November 8, 2016 General Election for the offices of President and Vice President of the United States, U.S. House of Representatives (8th District), County Board, School Board (two seats), and Constitutional Amendments; the June 14, 2016 Democratic Primary for County Board; and the March 1, 2016 Dual Presidential Primary.
- Elections in CY 2017 include the November 7, 2017 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; and a Dual Primary on June 13, 2017.
- Elections in CY 2018 include the November 6, 2018 General Election for the offices of U.S. House of Representatives (8th Congressional District), County Board, and School Board; and a June 12, 2018, Primary for County Board.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$1,161	$815	$815	$1,164	$1,172	$1,020	$960	$1,130	$1,789	$1,316
REV	$199	-$11	$85	$144	$77	$84	$89	$157	$82	$82
NTS	$962	$826	$730	$1,020	$1,095	$936	$871	$973	$1,707	$1,234
FTEs	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40

Fiscal Year	Description	FTEs
FY 2009	▪ The adopted budget includes funding for the November 2008 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, and School Board (two seats). It also includes funding for a possible primary election in June 2009. Additional funding will cover: additional temporary staff ($82,568); overtime for permanent staff ($4,072); funds to compensate citizens who serve as election officials ($30,086); and the purchase and ongoing costs for additional telephones ($4,940) and computers ($25,200). ▪ Revenues decrease one percent ($571) to reflect an initial increase in state funding for compensation to Electoral Board members and the General Registrar from the State Board of Elections in FY 2008 ($3,429) which is offset by an anticipated reduction in state funding in FY 2009 ($4,000).	
FY 2010	▪ The County Board added a one-time lump-sum payment of $500 for employees ($3,786). ▪ Personnel decrease reflects the removal of one-time funds budgeted for the November 2008 presidential election including additional temporary staff ($82,568) and overtime for permanent employees ($4,072); the removal of funds budgeted for a possible June 2010 congressional primary including additional temporary staff ($3,000) and overtime for permanent employees ($3,100). ▪ Non-personnel decrease reflects the removal of one-time funds budgeted for the November 2008 presidential election ($59,175) and the removal of funds budget for a possible June 2010 congressional primary ($46,695). ▪ Revenue decreased due to anticipated reductions in funding from the State Board of Elections ($3,546).	
FY 2011	▪ Non-personnel decreases reflect a reduction in election officers in all precincts by two or three workers in November 2010 and in June 2011 ($25,449) and the elimination of issuing cell phones to chief election officers ($800).	
FY 2012	▪ Personnel includes the County Board's approval of a one percent one-time lump sum payment for employees at the top step ($561). Personnel expenses also increase because additional temporary staff and overtime are needed to implement the four primaries/elections and redistricting in FY 2012 ($109,339), employee step increases, a six percent increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections, partially offset by a decrease in some position salaries due to turnover.	

Fiscal Year	Description	FTEs
	▪ Non-personnel expense increases include the printing and mailing costs for redistricting ($137,750) as well as the additional costs for the four primaries/elections in FY 2012 including Electoral Board, Election Officers, operating supplies, building rental, and software costs ($203,435). On-going costs for automated systems and equipment have also increased ($20,483). ▪ The FY 2012 budget includes revenue from the state for reimbursement of the presidential primary ($90,000), which is partially offset by a decrease in state revenue for reimbursement of salaries ($4,793).	
FY 2013	▪ The County Board added one-time funding related to the CY 2012 Presidential election ($342,407). ▪ Decreased revenue due to a reduction in state aid ($4,400). ▪ Removal of FY 2012 revenue for the Presidential Primary election ($44,752).	
FY 2014	▪ Increased revenue due to the restoration of state aide cuts ($4,400) and an increase in the salary reimbursement level ($2,264). ▪ Reduced funding for election officers ($16,800). ▪ Eliminated FY 2013 one-time funding for the Presidential election ($342,407).	
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).	

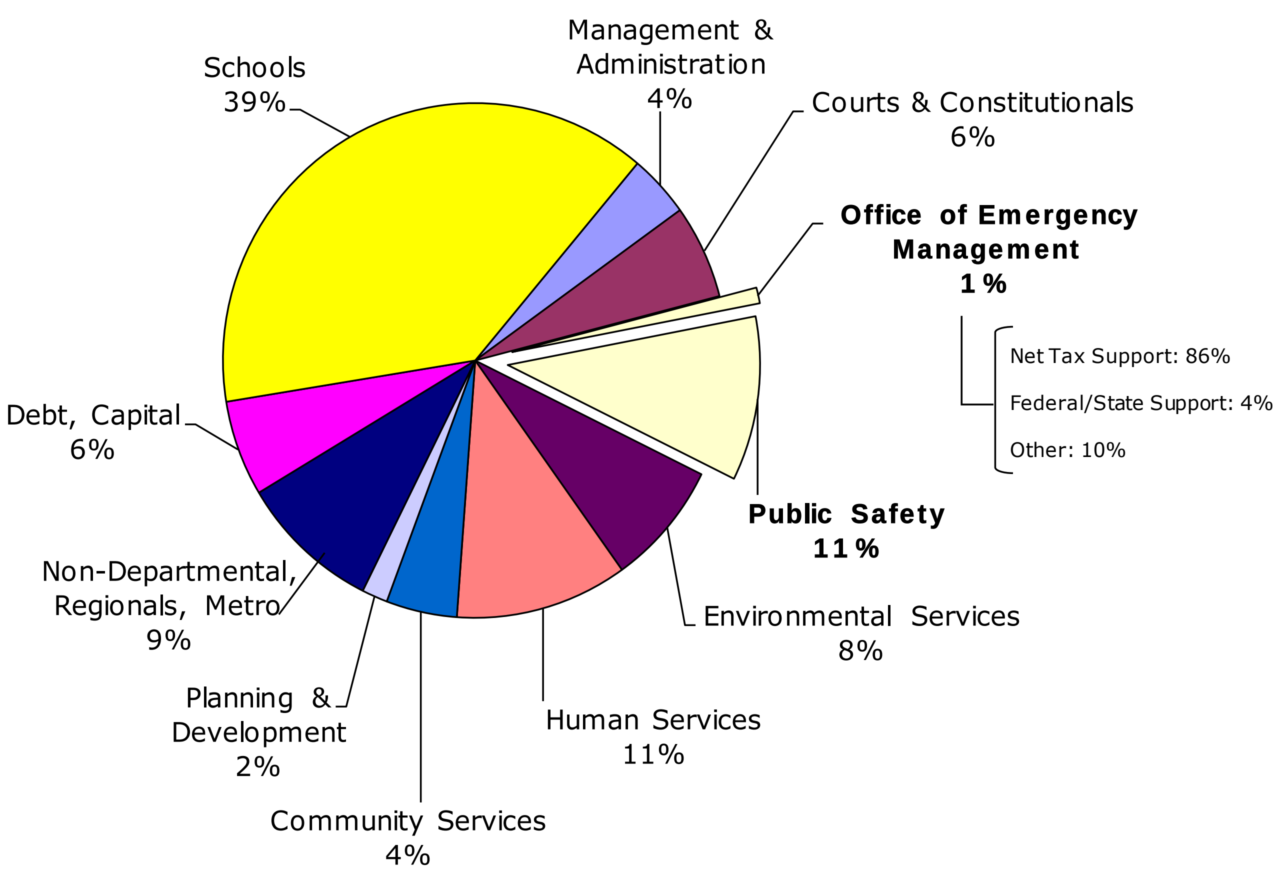
OFFICE OF EMERGENCY MANAGEMENT
John J. Brown, Jr., Director
1400 NORTH UHLE ST., SUITE 300, ARLINGTON, VA 22201
703-228-7935
oem@arlingtonva.us

Our Mission: To coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington Community

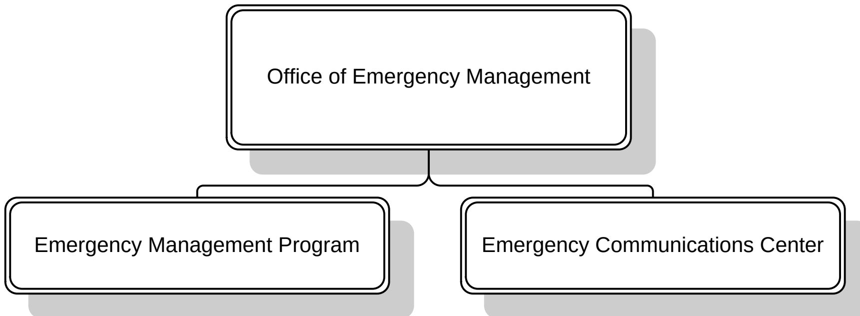
The mission of the Office of Emergency Management (OEM) is to coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington community. The mission will be achieved through the success of the three outcome areas defined in the OEM Strategic Plan: Developing internal capabilities to achieve organizational readiness; providing an immediate, coordinated link to emergency information and services; and building a resilient, whole community.

To accomplish these goals, OEM programs include emergency planning, emergency exercises/drills; 24/7 public safety communication; coordination and dispatch; public education; and volunteer management. OEM 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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Emergency Management
- Organizational Readiness
- Community Resilience

Emergency Communications
- Public Safety Communications
- Public Safety Systems and Administration

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Office of Emergency Management (OEM) is $12,415,246, a six percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to the reallocation of one Police Lieutenant position ($200,281, 1.0 FTEs) from Emergency Management 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 (3.0 FTEs), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a transfer of funds from the Police Department to the Emergency Communications Center for Computer Aided Dispatch (CAD) contract management ($215,551), contractual obligations for 9-1-1 phone system and radio system maintenance ($50,825), emergency communication contracts ($1,100), grant expense increases fully offset by revenue ($6,641), rental building increases ($772), and adjustments to the annual expense for maintenance and replacement of County vehicles ($463).
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($153,781).
- ↑ Grant revenue increases due to Urban Area Security Initiative grants (UASI) that are expected to be received in FY 2018 across four grant programs ($41,660).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$8,359,161	$8,519,051	$8,902,634	5%
Non-Personnel	3,060,220	3,314,810	3,590,162	8%
Sub-total Expenditures	11,419,381	11,833,861	12,492,796	6%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	11,341,831	11,756,311	12,415,246	6%
Fees	1,450,713	1,445,004	1,291,223	-11%
Grants	541,875	444,557	486,217	9%
Total Revenues	1,992,588	1,889,561	1,777,440	-6%
Net Tax Support	$9,349,243	$9,866,750	$10,637,806	8%
Permanent FTEs	74.50	74.50	76.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	74.50	74.50	76.50	

EMERGENCY MANAGEMENT

PROGRAM MISSION

To coordinate Arlington County's Emergency Management program to ensure our community remains resilient and sustainable. The activities below meet the strategic outcomes of: Developing Internal Emergency Response Capabilities to Achieve Organizational Readiness; and Building a Resilient, Whole Community, as stated in the OEM Strategic Plan.

Organizational Readiness

- 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.
- Work with regional and County stakeholders on innovative solutions to common challenges and issues facing communities within the National Capital Region.
- Coordinate the County 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 outreach programs for residents of all ages and abilities to educate them on individual roles and responsibilities in the event of an emergency.
- Foster relationships with Arlington businesses, universities, non-profits, faith-based communities and other community groups in order to provide meaningful outreach, resources, and services to their customers.
- Manage the Arlington Network for Community Readiness (ANChoR) and coordinate with emergency management volunteer groups such as Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and the Radio Amateur Civil Emergency Service (RACES) as force multipliers for emergency preparedness.
- Review, analyze and disseminate timely information to the community through public alerting vehicles (Arlington Alert) as well as through County operated media platforms. Continue work with community media partners to further amplify message to the Arlington community and beyond.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of one Police Lieutenant position to Emergency Communications ($200,281, 1.0 FTEs). This position is being converted into three new Emergency Communications Technicians (call takers) in the Emergency Community Center in order to provide increased staffing to handle existing call volume and to prepare the organization for emerging 9-1-1 staffing demands (3.0 FTEs). Decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual obligations for emergency management communications ($1,100), grant expense increases which are fully offset by revenue ($6,641), and adjustments to the annual expense for maintenance and replacement of County vehicles ($1,238).
- ↑ Grant revenue increases due to expected UASI grant award levels to be received in FY 2018 ($41,660).

EMERGENCY MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,718,436	$2,165,064	$2,093,355	-3%
Non-Personnel	331,681	196,370	205,349	5%
Total Expenditures	2,050,117	2,361,434	2,298,704	-3%
Grants	541,875	444,557	486,217	9%
Total Revenues	541,875	444,557	486,217	9%
Net Tax Support	$1,508,242	$1,916,877	$1,812,487	-5%
Permanent FTEs	13.00	17.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.00	17.00	16.00	

PERFORMANCE MEASURES

Organizational Readiness

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of FEMA's Core Capabilities addressed by the OEM Training & Exercise Program (in support of a National Preparedness Goal)	N/A	N/A	N/A	38%	50%	63%
Number of Emergency Operation Center (EOC) Activations	10	7	6	9	8	8
Percent of Emergency Support Functions (ESFs) with 3 or more members completing all Emergency Management Training Requirements	60%	65%	71%	71%	94%	94%
Percent of County Continuity of Operations Plans (COOP) updated per year	100%	100%	100%	100%	100%	100%
Percent of Employees Signed Up for Employee Alert System (EAS)	N/A	N/A	65%	62%	70%	75%

- In FY 2016, OEM conducted over 100 trainings and exercises which are a key part of developing emergency management functionality and broadly support the National Preparedness Goal and 12 of the 32 specific capabilities developed by FEMA. By addressing these core capabilities, Arlington OEM is comprehensively improving the way we prevent, mitigate, respond, and recover from emergencies. For more information about FEMA's core capabilities: https://www.fema.gov/core-capabilities.
- The EOC serves as the communications and resource center during an emergency and is staffed by OEM and ESF personnel. The EOC is activated when there is an imminent threat to the Arlington community (weather related, life/safety related, etc.), and is also activated during high profile special events such as 4th of July, Marine Corps Marathon, and other events that impact the Arlington community.
- There are 17 ESFs groups established in the Arlington County EOP, consisting of 191 members who must be trained in emergency operation protocols and procedures. Beginning

EMERGENCY MANAGEMENT

in the second half of FY 2017, OEM will begin offering certificate programs and updated curriculum for its members, which will lead to higher training rates.

- A Continuity of Operations Plan (COOP) is mandated for each department in the County. Departments annually review and implement recommendations to their plans to ensure that they meet the 100 percent target. Beginning in FY 2017, OEM will implement a new COOP metric to focus on how many plans have been exercised and drilled.
- The County's Employee Alert System (EAS) is the primary tool for communicating emergency information with the Arlington County workforce, such as weather related emergencies and closings, as well as life and safety emergencies. It is critical for emergency preparedness and readiness to have as many employees as possible registered to receive this information in a timely manner.

Community Resilience

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of Arlington population reached through OEM Outreach and Engagement Programs	N/A	N/A	N/A	10%	10%	10%
Percent of Emergency Management Volunteers from Outreach Population	N/A	N/A	N/A	3.3%	3.4%	3.6%
Percent of Arlington Population Registered for Arlington Alert	N/A	N/A	9%	10%	11%	12%
Percent of Arlington Population Reached through Communication Platforms	N/A	N/A	N/A	45%	50%	55%

- Outreach and Engagement includes direct contact engagement, printed materials, technological engagement (websites, social media), and mass outreach such as advertisements on buses, newspapers, billboards, etc. The performance target is 10% of the Arlington population, or roughly 22,040 people.
- Emergency Management volunteers in FY 2016 totaled 730 members across the CERT, MRC, RACES and ANChoR volunteer programs. The FY 2016 metric of 3.3 percent is 730 members divided by those receiving outreach from OEM (22,040). This metric of 3.3 percent exceeds the performance target of 1% established by the National Capital Region.
- Arlington Alert continues to add new registrations on an annual basis and is now meeting a threshold of over 10 percent of the population registered for this specific tool.
- In addition to Arlington Alert, OEM broadcasts messages on multiple social media and traditional media platforms operated by both County and third-party partners, such as ArlNow. In analyzing the number of individuals registered to receive updates on those specific platforms, OEM messages have been seen by 50 percent of the population in FY 2017.

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, and Emergency Medical Services (EMS). The activities below meet the strategic outcome of: Providing an Immediate, Coordinated Link to Emergency Information and Services, as stated in the OEM Strategic Plan.

Public Safety Communications

- Manage the ECC Training Program which consists of recruiting, maintaining training records, developing and updating lesson plans, conducting training, and serving as an educational resource for staff on a day-to-day basis.
- Receive and process 9-1-1 emergency and non-emergency requests for service and dispatch Police, Fire and Emergency Medical Services (EMS) via radio.
- Receive and process calls for information and resources from the residents of Arlington County, as well as the residents from surrounding jurisdictions.
- Assist with the coordination of emergency response efforts during emergency situations and make necessary notifications regarding critical calls, emergencies, or significant activities within the County.
- Provide ongoing feedback to supervisors and command staff regarding employee performance and the delivery of service to provide quality assurance support to the Emergency Medical Dispatch (EMD) program.

Public Safety Systems and Administration

- Manage the IT infrastructure needs of the department, which includes the Computer Aided Dispatch System, the Telephone/Radio recording systems, and all of the GIS (Mapping) needs for the center.
- Manage the County's radio system for all radio system users. The radio system is a vital component of the ECC, as all calls for service to the Fire Department (including EMS) and the Police Department are dispatched via radio.
- Manage and develop the ECC 9-1-1 emergency call handling system, which includes direct involvement with wireline, wireless, text and Voice over Internet Protocol (VoIP) 9-1-1 technology.
- Ensure security and operational readiness for the local computers that interface with the state and federal law enforcement.

SIGNIFICANT BUDGET HIGHLIGHTS

- ↑ Personnel increases due to the transfer in of one Police Lieutenant position from Emergency Management ($200,281, 1.0 FTE). This position is being converted into three new Emergency Communications Technicians (call takers) in order to provide increased staffing to handle existing call volume and to prepare the organization for emerging 9-1-1 staffing demands (3.0 FTEs). Increases also reflect employee salary increases, an increase in the County's cost for health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a transfer of funds from the Police Department to the Emergency Communications Center for Computer Aided Dispatch (CAD) contract management ($215,551) as well as contractual obligations for 9-1-1 phone system and radio system maintenance ($50,825), rental building increase ($772), offset by a reduction to the annual expense for maintenance and replacement of County vehicles ($775).

EMERGENCY COMMUNICATIONS

- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($153,781).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$6,640,725	$6,353,987	$6,809,279	7%
Non-Personnel	2,728,539	3,118,440	3,384,813	9%
Sub-Total Expenditures	9,369,264	9,472,427	10,194,092	8%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	9,291,714	9,394,877	10,116,542	8%
Fees	1,450,713	1,445,004	1,291,223	-11%
Grants	-	-	-	-
Total Revenues	1,450,713	1,445,004	1,291,223	-11%
Net Tax Support	$7,841,001	$7,949,873	$8,825,319	11%
Permanent FTEs	61.50	57.50	60.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	61.50	57.50	60.50	

PERFORMANCE MEASURES

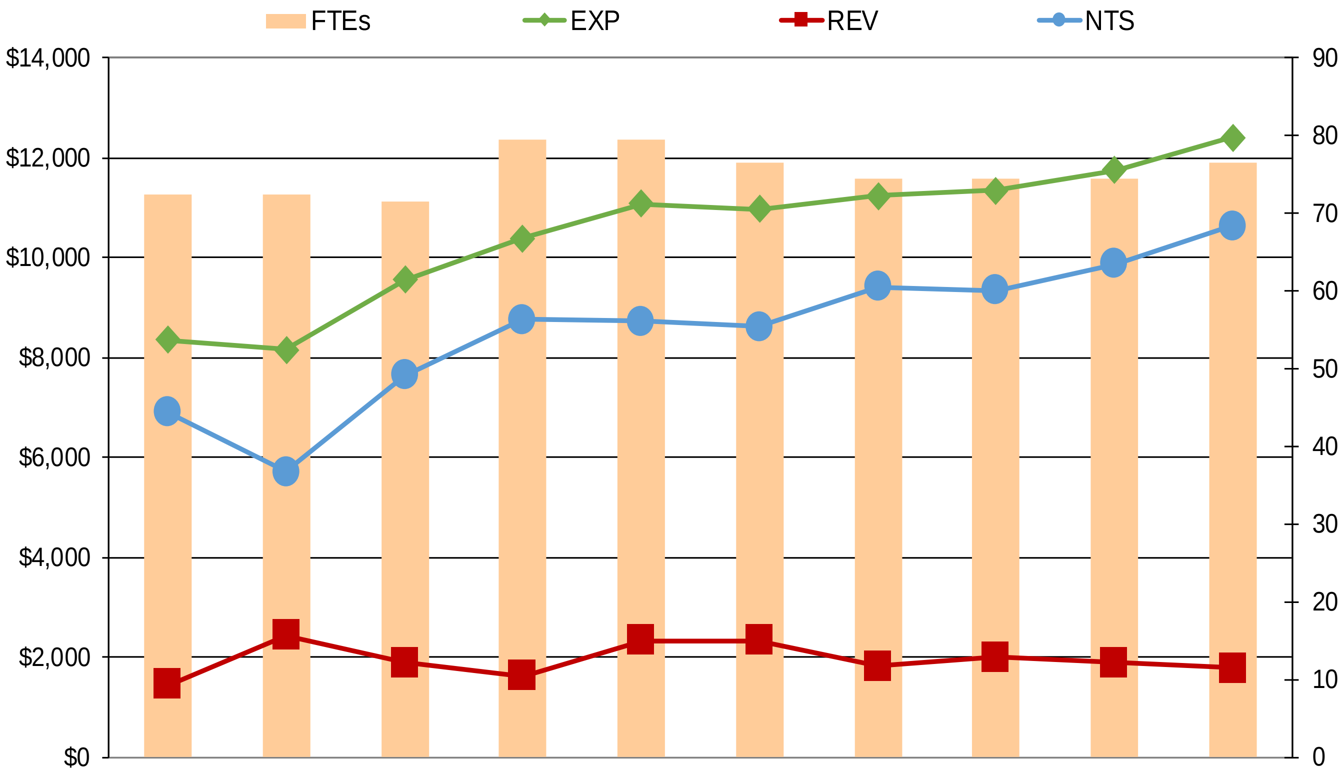
Public Safety Communications

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of "priority 1" emergency calls processed and sent to dispatch within 90 seconds	85%	86%	91%	92%	91%	92%
Percent of Shifts at Minimum Staffing	72%	64%	72%	67%	55%	65%
Percent of Emergency Communications Technicians (ECT) Qualified as ECT III or Higher	57%	57%	62.5%	62.5%	70%	70%
Vacancy Rate for Emergency Communication Technicians	15.0%	8.4%	6.0%	9.8%	16.0%	8.0%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of Incoming 9-1-1 Calls from a Wireless Device	72%	74%	76%	76%	78%	76%
Total # of all Calls (Incoming and Outbound Calls for Service)	469,053	458,462	496,587	472,541	473,000	473,000
Total Number of Emergency Calls	106,639	100,349	108,223	101,186	105,000	105,000
Total Number of Incoming Calls	330,021	318,586	337,539	329,663	333,000	333,000
Total Number of Non-Emergency Calls	223,382	218,237	229,316	228,477	220,000	220,000

- The performance goal for minimum staffing levels is 90 percent, however this has been difficult to achieve due to turnover and prolonged training cycles to improve skill levels. FY 2017's high vacancy rates have led to a significant downturn in minimum staffing through the first two quarters of FY 2017.
- A fully trained ECT III has the ability to perform multiple tasks on a shift and can assist in multiple areas, providing the supervisor with flexibility for staffing. With four shifts of 12 staff, a 70 percent target ensures between eight and nine staff members per shift have reached the highest level of ECT training, while the remaining positions can be filled by staff at various stages of their professional development (ECT I and ECT II).
- A vacancy rate of 8.33 percent equates to a total of four vacancies out of 48 positions, an average of one per shift. FY 2017 vacancy rates were abnormally high, and led to roughly two vacancies per shift through the first two quarters. A recruitment is ongoing to fill those positions and work on retention strategies going forward.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$8,349	$8,153	$9,547	$10,386	$11,071	$10,966	$11,242	$11,342	$11,756	$12,415
REV	$1,452	$2,438	$1,896	$1,628	$2,339	$2,340	$1,819	$1,993	$1,889	$1,777
NTS	$6,897	$5,715	$7,651	$8,758	$8,732	$8,626	$9,423	$9,349	$9,867	$10,638
FTEs	72.50	72.50	71.50	79.50	79.50	76.50	74.50	74.50	74.50	76.50

Fiscal Year	Description	FTEs
FY 2008	▪ Added $77,000 to fully fund the operating cost of the Emergency Management Program. ▪ Replaced the E9-1-1 fee revenue ($4,900,000) with a state imposed communications tax which will be reflected as a tax and not included as revenue to OEM's budget beginning January 2007. ▪ Added one-time funding for holiday premiums in FY 2008 ($5,400).	
FY 2009	▪ Added 5.0 grant-funded FTEs approved as supplemental appropriations in prior years and expected to continue in FY 2009; and transferred 1.0 FTE from Arlington Economic Development to the Office of Emergency Management. ▪ Added $411,280 for maintenance expenses of the new Emergency Communications Center. ▪ Increased funding for utility costs and non-discretionary contractual expenses ($11,094). ▪ Reduced the budget for expenses such as travel ($7,000), consultants ($12,500), printing charges ($18,000), wearing apparel ($18,000), operating supplies ($22,000) and other miscellaneous expenses ($71,200), and overtime expenses ($18,136). ▪ Increased revenue due to the addition of 5.0 grant funded FTEs ($337,015) and higher projections in wireless servicing costs ($384,000) and Falls Church reimbursements ($4,068).	6.0
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($41,593). ▪ Increased funding for electricity ($16,316), telephone charges ($3,555) and fuel charges ($9,347); partially offset by a reduction in County vehicle charges ($2,048). ▪ Increased fee revenues due to an increase in the estimated reimbursement for wireless service costs ($76,000).	
FY 2011	▪ Eliminated a grant-funded position for which the funding ends in FY 2010 ($84,208; 1.0 FTE). ▪ Added funding for maintenance contracts due to the upcoming expiration of the extended warranty for the Motorola radio system ($580,682). ▪ Decreased revenues due to the elimination of a grant-funded position ($84,208), lower projections in reimbursements for wireless service costs ($321,820) and Falls Church reimbursements ($4,068), partially offset by increases in grant budgets for higher level positions ($65,366).	(1.0)
FY 2012	▪ The County Board added a one percent one-time lump sum payment for employees at the top step.	
	▪ Converted 4.0 overstrength FTEs into permanent positions and reallocated 4.0 permanent FTEs from Non-Departmental ($473,861) and added funding for overtime ($174,747) and for upgrading supervisory	8.0

	positions ($89,000).	
	▪ Added funding for contractual increases ($58,217) partially offset by a reduction in the electricity budget based on reduced usage ($10,273).	
FY 2013	▪ Increased revenues in reimbursement for wireless service costs ($352,380) based on actual receipts and grant revenues due to adjustments made for grant-funded positions ($44,833).	
	▪ Decrease in fee revenue reflects a change in the Commonwealth's methodology in calculating disbursements to jurisdictions related to wireless calls to 9-1-1, resulting in a projected loss of $307,505.	
	▪ Increase in the reimbursement from the City of Falls Church for services provided by the County ($190,603).	
FY 2014	▪ Transferred National Incident Management System (NIMS) Grant Coordinator position and associated grant revenue from OEM to the Fire Department ($125,000).	(1.0)
	▪ Transferred a position to the Department of Technology Services in the role of Public Safety Technology Officer ($56,784).	(1.0)
	▪ Added funding for contractual increases ($9,137), maintenance and replacement of County vehicles ($1,530) and increased maintenance costs of the County 9-1-1 telephone systems ($144,437).	
	▪ Revenues increase from the City of Falls Church for emergency call center services under a newly negotiated agreement ($202,101).	
	▪ Eliminated an Emergency Communications Specialist ($102,780) serving the ECC Training Unit as part of the County-wide budget reductions.	(1.0)
	▪ Hold an Emergency Communications Technician position vacant for six months ($50,720).	
FY 2015	▪ Added a grant funded Emergency Management Specialist ($71,804)	1.0
	▪ Eliminated grant funded positions for Virginia Department of Emergency Management (VDEM) and the Metropolitan Medical Response System (MMRS) programs ($260,054).	(3.0)
	▪ 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).	
FY 2016	▪ Added ongoing 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

- Non-personnel increased to reflect contractual obligations for 9-1-1 phone and radio costs ($97,753), adjustments to the annual expense for maintenance and replacement of County vehicles ($803), 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 expenses 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 slightly due to UASI grants expected to be received in FY 2017 ($3,543).

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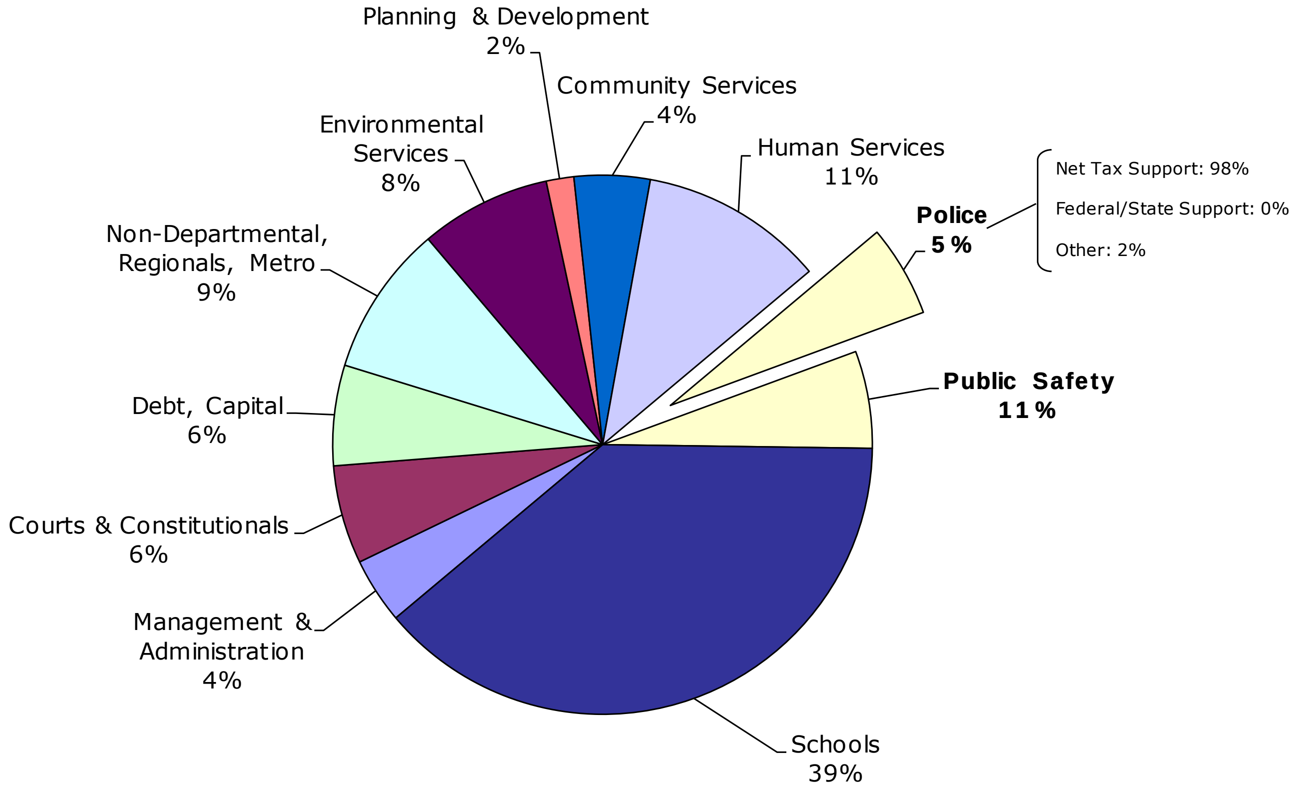
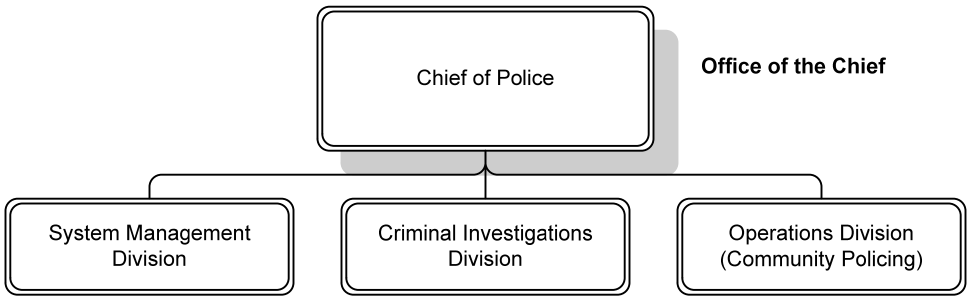
POLICE DEPARTMENT
M. Jay Farr, Chief
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4040
police@arlingtonva.us

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Management and Administration

Human Resource Management

Information and Technology Management

Support Management

Criminal Investigations Section

Organized Crime Section

Homeland Security

Management and Administration

Patrol Section

Police Districts

Special Operations Section

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Police Department is $68,028,917, a three percent increase from the FY 2017 adopted budget. The FY 2018 expenditure budget reflects:

- ↑ Personnel increases due employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections and the reclassification of three vacant Public Service Aide positions to free up uniform resources for additional patrol support.
- ↓ Non-personnel decreases due to the transfer of funds to the Office of Emergency Management and the Fire Department for their portion of the Records Management System costs ($126,628), the removal of one-time funding for wearing apparel ($124,032), and a decrease in fuel charges ($274,145). These decreases were partially offset by contractual increases ($60,343), adjustments to the annual expense for maintenance and replacement of County vehicles ($152,140), increases 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 ($184,700).
- ↓ Revenue decreases due to in the conclusion of the Community Oriented Policing Sources (COPS) Grant ($15,907).
- ↓ Fee revenue decreases due to a reduction in red light camera fees ($133,688), vehicle boot fees ($5,000), false alarm fines ($30,000), and taxicab license revenue ($27,000). These decreases are partially offset by an increase in patrol camp fees ($10,400) and second hand licenses fees ($4,800).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$57,958,669	$58,669,861	$61,005,553	4%
Non-Personnel	7,512,779	7,163,167	7,033,364	-2%
Intra-County Charges	(32,353)	(10,000)	(10,000)	-
Total Expenditures	65,439,095	65,823,028	68,028,917	3%
Fees	1,091,815	1,235,188	1,058,900	-14%
Grants	121,027	23,091	7,184	-69%
Seized Assets/Reimbursements	156,015	-	-	-
Total Revenues	1,368,857	1,258,279	1,066,084	-15%
Net Tax Support	$64,070,238	$64,564,749	$66,962,833	4%
Permanent FTEs	465.00	471.00	471.00	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	472.00	478.00	478.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

OFFICE OF THE CHIEF

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 Department.

- Provide effective leadership to the Department.
- Conduct internal investigations and oversee grievance process.
- Gather and analyze terrorism-related intelligence.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of positions as part of a Departmental reorganization. These decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2018 proposed budget reflects the following position transfers:
  - The transfer out of one Police Captain and two Police Corporals to Homeland Security ($491,014, 3.0 FTEs).
  - The transfer out of one Police Corporal to the Management and Administration Section ($156,693, 1.0 FTE).
  - The transfer in of one Management Specialist and one Police Lieutenant from the Support Management Section ($381,240, 2.0 FTEs).
- ↑ Non-personnel increases due to the addition of funds for training ($8,500).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,839,664	$3,191,662	$2,849,329	-11%
Non-Personnel	134,450	80,404	88,904	11%
Total Expenditures	2,974,114	3,272,066	2,938,233	-10%
Fees	35,157	2,000	2,000	-
Total Revenues	35,157	2,000	2,000	-
Net Tax Support	$2,938,957	$3,270,066	$2,936,233	-10%
Permanent FTEs	21.00	21.00	19.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.00	21.00	19.00	

OFFICE OF THE CHIEF

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cost per resident for Police services	$244.64	$251.54	$253.37	$268.27	$276.89	$272.23
Officer to Resident Ratio	1.69	1.66	1.66	1.67	1.65	1.64
Part I Offenses per 100,000 Daytime Population	1,429	1,293	1,271	1,318	1,333	1,333
Part II Offenses per 100,000 Daytime Population	2,499	2,679	2,439	2,720	2,632	2,632

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Daytime Population	302,600	298,400	296,800	288,000	285,000	285,000

- The officer to resident ratio is the number of officers for every one thousand residents.
- Part I offenses include murder, rape, aggravated assault, breaking and entering, robberies, larcenies, and motor vehicle theft.
- Part II offenses include non-aggravated assault, arson, forgery and counterfeiting, fraud, embezzlement, stolen property, weapons offenses, prostitution, sex offenses, drug abuse violations (sale/manufacturing and possession), gambling, and other minor offenses.
- Daytime population estimates obtained from CPHD. In order to provide the most accurate information, all other estimates were calculated using linear regression.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To ensure the efficiency and integrity of the functions providing infrastructure support to the Police Department through the effective administration of Support Management, Training and Human Resources, Information and Technology, and Fiscal and Grant Management.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including management and oversight of fiscal resources and grants management.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of one Police Corporal from the Office of the Chief ($156,693, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to an internal reallocation to the Human Resources Management Unit ($6,000) and a decrease in emergency lodging ($4,900).

↓ Fee revenue decreases due to a decrease in taxicab licenses ($27,000), vehicle boot fees ($5,000), and false alarm fines based on prior year actuals ($30,000). These decreases are offset by increase in second hand license fees ($4,200).

↓ Grant revenue decreases due to the conclusion of the the Community Oriented Policing Services (COPS) Grant ($15,907).

PROGRAM FINANCIAL SUMMARY10

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,164,233	$1,512,288	$1,792,444	19%
Non-Personnel	162,669	61,969	51,069	-18%
IntraCounty Charges	(6,892)	-	-	-
Total Expenditures	1,320,010	1,574,257	1,843,513	17%
Fees	263,681	349,500	291,700	-17%
Grants	121,027	23,091	7,184	-69%
Total Revenues	384,708	372,591	298,884	-20%
Net Tax Support	$935,302	$1,201,666	$1,544,629	29%
Permanent FTEs	9.00	9.00	10.00	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	16.00	16.00	17.00	

HUMAN RESOURCES MANAGEMENT

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 the Department with the services, support, and other resources needed to fulfill its mission, including recruitment, training and career development, and personnel and payroll management.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of one Police Corporal to the Patrol Section ($133,580, 1.0 FTE).

↑ Non-personnel increases due to increases in armory ($148,700, partially covered by the reallocation of Peumansend Creek Regional Jail closure savings), contractual increases for Tasers ($44,020), an increase in training ($21,900), contractual increases for exams for potential new recruits ($158), and an internal transfer of funds from Management and Administration ($6,000). These increases are offset by decreases in regional programs ($10,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,245,779	$3,104,254	$3,119,740	-
Non-Personnel	201,510	129,117	339,895	163%
Total Expenditures	3,447,289	3,233,371	3,459,635	7%
Total Revenues	-	-	-	-
Net Tax Support	$3,447,289	$3,233,371	$3,459,635	7%
Permanent FTEs	23.00	23.00	22.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.00	23.00	22.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of recruits who successfully completed the Field Officer Training Program	80%	90%	85%	90%	85%	85%
Police officers hired	20	25	24	20	25	25

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Agency training hours: Training hours per recruit	1,660	1,633	1,664	1,701	1,660	1,660
Total Agency training hours	71,092	56,071	71,099	64,600	60,000	60,000
Total number of recruit applications	590	565	530	700	N/A	N/A

- The number of officers hired is based on the number of vacancies created by officers leaving County employment due to retirements, resignations, or terminations.
- Officers average 40 training hours per year.
- Lower total agency training hours in FY 2014 are due to hiring several experienced officers from other jurisdictions that did not need to complete Academy training.
- Due to volatility in recruiting, we are unable to estimate future values for the number of recruit applications.

INFORMATION AND TECHNOLOGY MANAGEMENT

PROGRAM MISSION

To maintain the efficiency and integrity of the Information and Technology Management Section through the proper administration and management of essential support functions within the Police Department.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including: records management; information management planning and research; information systems; and false alarm enforcement.
- Serve as the liaison between the Police Department, various media outlets, and the public.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of positions as part of a departmental reorganization. These decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2018 proposed budget reflects the following position transfers:
  - The transfer out of one Management Specialist and one Police Lieutenant to the Office of the Chief ($381,240, 2.0 FTEs).
  - The transfer out of two Police Officer IIs to the Patrol Section ($192,715 2.0 FTEs).
  - The transfer out of one Crime Analyst and one Crime Analysis Technician to the Homeland Security Division ($189,222 2.0 FTEs).
- ↓ Non-personnel decreases due the transfer of funds to the Office of Emergency Management and the Fire Department from Public Safety IT for their portions of the Records Management System costs ($126,628) and hardware maintenance ($5,000). These decreases were partially offset by increases in IT maintenance contracts ($2,018).

INFORMATION AND TECHNOLOGY MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,193,586	$1,962,428	$1,490,185	-24%
Non-Personnel	784,029	735,816	604,713	-18%
Total Expenditures	2,977,615	2,698,244	2,094,898	-22%
Fees	(972)	-	-	-
Total Revenues	(972)	-	-	-
Net Tax Support	$2,978,587	$2,698,244	$2,094,898	-22%
Permanent FTEs	21.00	21.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.00	21.00	15.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Availability of the Criminal Justice Records Management System (CJRMS) server (percent based on 8,760 hours per year)	99.43%	99.97%	98.00%	99.82%	N/A	N/A
Availability of the Mobile Data System infrastructure (percent based on 8,760 hours per year)	99.98%	99.97%	98.00%	99.98%	99.98%	99.98%
False alarm fines/penalties assessed	$169,030	$174,910	$197,120	$145,0220	$125,000	$125,000
Number of false alarm calls responded to by the Police Department	3,376	3,434	3,272	3,130	3,000	3,000

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Accident reports processed	3,077	2,915	2,777	3,029	500	500
Criminal arrests processed (adult)	4,873	4,749	4,222	4,368	4,500	4,873
Number of alarm systems registered	517	548	583	603	600	700
Records Unit information requests processed	21,438	15,472	17,208	19,442	6,000	6,000

- CJRMS stores critical response, case, and inmate data for the Police and Sheriff's Departments. Beginning in November 2016, the CJRMS program "went live." This metric does not apply going forward since the new system has system redundancy. Downtime should not be a factor since they can move to fall over servers.

- The Mobile Data System (MDS) Infrastructure is a critical system that supports multiple agencies within the County. The infrastructure supports the Mobile Data Computers (MDCs) which are used in public safety vehicles to communicate with the Emergency Communications Center and other public safety officers in the County. The MDCs are essentially heavy-duty laptops that increase the efficiency of information sharing, investigations, and records management across the public safety agencies. The availability of the MDS Infrastructure to maintain communication in the field and the flow of information between agencies is essential to the response of public safety during times of emergency response. The goal is to maintain 98 percent availability of the MDS in order to minimize downtime so that communication in the field and the flow of information can be maintained.
- The decrease over time in information requests processed is due to two factors. The first factor is the reduction in requests for individual record checks for employment and/or immigration. Some agencies are receiving this information through other means and therefore fewer requests are being made to the Unit. The second factor is the increased use of the Intellinetics application by other units within the Police Department, the Courts, and the Commonwealth Attorney’s Office to retrieve incident or accident reports from the Records Management Unit.
- Starting in FY 2017, the new Criminal Justice System Records Management System "went live." Most Records Unit information requests will be processed electronically going forward.

SUPPORT MANAGEMENT

PROGRAM MISSION

To maintain the efficiency and integrity of the Support Management Section through the proper administration and management of essential support functions within the Police Department.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including: fleet management; licensing services; impound operations; telephone reporting and call diversion; and property and evidence management.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases are primarily due to the transfer of one Police Officer I to the Patrol Section ($79,299, 1.0 FTE), partially offset by employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases are primarily due to the adjustment and consolidation of maintenance and replacement expenses for Police vehicles ($440,174), partially offset by a reallocation of fuel charges ($274,145) used to fund Police armory and other equipment needs.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,811,933	$1,983,379	$1,949,459	-2%
Non-Personnel	1,180,496	3,863,615	4,037,674	5%
Total Expenditures	2,992,429	5,846,994	5,987,133	2%
Total Revenues	-	-	-	-
Net Tax Support	$2,992,429	$5,846,994	$5,987,133	2%
Permanent FTEs	19.00	19.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	19.00	18.00	

PERFORMANCE MEASURES

Support Management Section

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of in-person customer contacts at the Police front counter	6,122	7,036	7,823	7,665	8,000	8,000
Percent of incident reports processed by the Telephone Reporting Office	16%	17%	26%	23%	25%	25%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cab inspections	796	667	831	653	600	600
Number of incident reports completed by the Telephone Reporting Office	2,566	2,709	2,567	2,938	3,000	3,000
Renewal hackers licenses issued	771	698	653	626	600	600

- In FY 2013, the public was given the option to contact the Parking Administrative Unit by fax, email, mail, or in-person causing a decrease in in-person contacts for the year. During FY 2014, the Front Counter added two additional hours of service per day, which resulted in an increase in in-person contacts. This number will increase slightly in FY 2017 due to a change in hours at the front counter.
- The Telephone Reporting Office provides additional options for the community to report crimes and incidents. Community based policing efforts are supported by taking calls for service and police incident reports via telephone and internet. Resident service requests of a non-emergency nature may be diverted to this office, thus freeing up patrol officers to respond to more critical calls for service.
- The average incident report takes an officer approximately an hour to complete (including driving time). Therefore, the Telephone Report Office performs the work of approximately one sworn position each year (based on 2,080 hours per year).
- FY 2017 and FY 2018 cab inspection estimates are based on the recent County Board decision to allow an additional 60 cab licenses to the existing total of 600 cab licenses.
- The number of renewal hackers licenses issued was higher in FY 2012 due to eligible drivers opting to renew on a two year basis rather than on an annual basis. Therefore, the number of drivers needing to renew their licenses dropped slightly in FY 2013, FY 2014, and FY 2015. The FY 2016 and FY 2017 estimates are based on the total number of cab licenses currently approved by the County Board.

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.

- Identify and arrest perpetrators of criminal offenses.
- Recover and return stolen property to its rightful owner.
- Investigate and prepare cases to ensure successful prosecution in court.
- Identify and resolve recurrent community problems.
- Develop investigative problem solving and crime prevention initiatives.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases are primarily due to the transfer out of two Police Officer II positions to the Patrol Section ($189,222, 2.0 FTEs), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases for training ($41,600), adjustments to transportation by others ($4,838), the rental of private vehicles ($788), and the transfer in of funds from the Organized Crime Section ($11,545), offset by a decrease due to the transfer out of funds to the Support Management Section for county vehicles ($21,080).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$10,086,440	$10,554,294	$10,440,586	-1%
Non-Personnel	557,182	256,280	292,385	14%
Intra-County Charges	(14,466)	-	-	-
Total Expenditures	10,629,156	10,810,574	10,732,971	-1%
Total Revenues	-	-	-	-
Net Tax Support	$10,629,156	$10,810,574	$10,732,971	-1%
Permanent FTEs	73.00	73.00	71.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	73.00	73.00	71.00	

CRIMINAL INVESTIGATIONS SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clearance rate (assigned cases)	73%	78%	70%	66%	70%	70%
Identification of offenders made through fingerprints	93	119	95	110	115	115

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cases per investigator	186	243	80	76	80	80
Cases receiving Investigative Intern Review	N/A	N/A	660	504	530	530
Number of cases assigned for further investigation	N/A	2,597	2,409	2,266	2,500	2,500
Number of cases received	N/A	8,180	8,152	7,476	7,634	7,500
Number of cases successfully resolved	1,841	1,785	1,727	1,497	1,500	1,500
Number of cases that involve a joint investigation with Child Protective Services	124	113	70	71	100	100
Number of cases where a License Plate Reader (LPR) was used to assist in an investigation	33	48	50	61	65	65
Number of death investigations	199	155	189	217	220	220
Number of searches performed by Digital Forensics Unit detectives	N/A	N/A	425	436	450	450

- 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 cases will be solved and, therefore, will be 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. In FY 2016, there was a decrease due to a decrease in crime and staffing.
- The increase in identification of offenders made through fingerprints in FY 2013, FY 2014, and FY 2015 is due to filling staff vacancies.
- Starting in FY 2015, the formula for cases per investigator changed to cases assigned for investigation divided by detective. Prior to FY 2015, the numerator was all cases, hence the decline in the measure.
- In FY 2013, The Criminal Investigation Section began tracking activities that may not be reflected in the number of cases resolved, but are often customer service activities that require a significant amount of staff time and department resources.
- In FY 2013, the Special Victims Unit began tracking cases involving a joint investigation with the County's Child Protective Services (CPS). These cases involve children, caretakers and a sexual crime. Due to the nature of these types of cases, they are both time consuming and require numerous personnel resources from both agencies on an immediate basis.
- The number of cases assigned for further review decreased from FY 2016 due to the Black and Adams Homicide investigations. Interns were assigned to those cases and logged

hundreds of hours in support of those two investigations. In doing so, the cases they normally would have handled were not assigned based on prioritization.

- In FY 2013, the Auto Unit began tracking the number of cases where the License Plate Reader (LPR) was used in an investigation. The use of the tool is often a time-consuming process that requires a high level of inter-departmental and regional collaboration in order to identify stolen vehicles and/or vehicles used in the commission of various crimes. The Police Department currently has several LPR units assigned to Operations and Criminal Investigations Section (CIS) and has one stationary LPR trailer that is deployed throughout the county.
- The number of death investigations is metric that is neither controllable nor able to be accurately forecasted. ACPD has very little control over the manner or number of deaths investigated; deaths are categorized to identify trends. A recent trend is an increase in Opioid cases (overdoses and arrests) but not necessarily a large increase in Opioid-related deaths yet. Additionally, dead on arrival arrests are on the increase. While ACPD has very little control over the manner or number of deaths, the Department does categorize the different deaths to identify trends. The Organized Crime Section (OCS) is the lead for the County for all death investigations.
- In FY 2013, the Homicide/Robbery Unit began tracking cardio-pulmonary resuscitation (CPR) in-progress calls as these types of calls may result in a death. These are often customer service cases that require investigative measures, including considerable staff time spent locating next of kin, physician and medical examiner consultation, and participating in the probate processes.

ORGANIZED CRIME SECTION (FORMERLY CALLED THE VICE CONTROL SECTION)

PROGRAM MISSION

To identify, arrest, and prepare for prosecution of the 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 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 Districts in developing tactical strategies, investigative problem solving, and implementing crime prevention initiatives.
- Identify, arrest, and prosecute the perpetrators of criminal offenses.

Effective April 1, 2014, the Vice Control Section was renamed the Organized Crime Section (OCS). The Organized Crime Section is comprised of the Drug Enforcement Unit, the Vice Unit, the Special Investigations Unit, and the Gang Unit. The name change is reflective of the evolving nature of investigations conducted by the section and is in keeping with the nomenclature used by like law enforcement agencies.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of one Corporal to the Operations Division-Management and Administration Section ($133,580, 1.0 FTE). This decrease is partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reallocation of funds to the Criminal Investigations Section ($11,545). This decrease is partially offset by contractual increases ($2,566).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,399,896	$3,258,133	$3,139,686	-4%
Non-Personnel	1,440,086	479,607	470,628	-2%
Total Expenditures	4,839,982	3,737,740	3,610,314	-3%
Seized Assets/Reimbursements	156,015	-	-	-
Total Revenues	156,015	-	-	-
Net Tax Support	$4,683,967	$3,737,740	$3,610,314	-3%
Permanent FTEs	23.00	23.00	22.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.00	23.00	22.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

ORGANIZED CRIME SECTION (FORMERLY CALLED THE VICE CONTROL SECTION)

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clearance rate percentage (for Drug Enforcement/Vice Unit initiated/assigned cases only)	81%	85%	110%	99%	85%	85%
Number of cases successfully resolved (for Drug Enforcement/Vice Unit cases only)	223	241	301	298	230	230
Number of gang related incidents in the County	N/A	N/A	160	139	160	160

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cases per investigator (for Drug Enforcement/Vice Unit initiated/assigned cases only)	30	33	34	43	35	35
Number of cases initiated/assigned	53	59	75	96	100	100

- The clearance rate increased during FY 2015 due to improved efficiencies being implemented in case management, investigators becoming more experienced in handling vice/narcotics cases, and a concerted effort to complete a backlog of data entry and documented closeouts of OCS cases from prior years.
- The incidents involving gangs and overall gang activity is increasing in the County.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To maintain and establish peace and order in Arlington County by providing effective administration and specialized support services to the Patrol, Police Districts, and Special Operations Sections of the Police Department.

- Provide and manage the necessary resources to establish and maintain peace and order in Arlington.
- Provide specialized support and assistance in order to significantly assist and address law enforcement activities and missions critical to the reduction of criminal activity.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of one Corporal from the Organized Crime Section ($133,580, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decrease is primarily due to a transfer of funds associated with the annual expense for maintenance and replacement of county vehicles to the Systems Management Division ($288,034).

↑ Revenue increases due to the increase of patrol camp fee from $65 to $95 per week and transitioning the program to the operating budget ($15,200).

- All non-personnel funds for the Patrol Section are budgeted in the Operations Division Management and Administration Section.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,100,957	$5,600,366	$6,116,038	9%
Non-Personnel	1,127,732	510,029	222,168	-56%
Intra-County Charges	(10,996)	(10,000)	(10,000)	-
Total Expenditures	5,217,693	6,100,395	6,328,206	4%
Fees	-	-	15,200	-
Total Revenues	-	-	15,200	-
Net Tax Support	$5,217,693	$6,100,395	$6,313,006	3%
Permanent FTEs	24.00	24.00	25.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	24.00	24.00	25.00	

PATROL SECTION

PROGRAM MISSION

To establish and maintain peace and order in Arlington through the coordination of officers in various shifts 24 hours-a-day, seven days-a-week.

- 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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer of positions as part of a departmental reorganization, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2018 proposed budget reflects the following position transfers:
  - The transfer in of two Police Officer II positions from Criminal Investigative Section ($189,222, 2.0 FTEs).
  - The transfer in of two Police Officer II positions from Information and Technology Section ($192,715, 2.0 FTEs).
  - The transfer in of one Police Corporal from the Human Resources Section ($133,580, 1.0 FTE).
  - The transfer in of one Police Officer I from Support Management Section ($79,299, 1.0 FTE).
  - The transfer in of three uniform positions from Special Operations to provide additional patrol support ($266,426, 3.0 FTEs).

↓ Non-personnel decreases due to the removal of one-time wearing apparel and equipment for the patrol officer positions added in FY 2017 ($124,722).

- All other non-personnel funds for the Patrol Section are budgeted in the Operations Division - Management and Administration line of business.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$21,040,532	$19,187,490	$20,995,013	9%
Non-Personnel	842,344	124,722	-	-
Total Expenditures	21,882,876	19,312,212	20,995,013	9%
Total Revenues	-	-	-	-
				-
Net Tax Support	$21,882,876	$19,312,212	$20,995,013	9%
Permanent FTEs	168.00	174.00	183.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	168.00	174.00	183.00	

PATROL SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Constituent service calls (dispatched calls which do not result in a report being taken or an arrest being made)	75,929	89,751	73,308	78,309	77,500	78,000
Response time for priority 1 calls (received from dispatch to arrival)	4:45	4:37	4:58	4:49	4:50	4:50
Total number of arrests (includes adult, juvenile, felony, misdemeanor, and DUI)	5,213	5,088	4,573	4,649	4,650	4,700

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Daytime population	302,600	298,400	296,800	288,000	285,000	285,000
Number of accident reports filed	3,077	2,916	2,777	3,029	3,000	3,000
Number of adult arrests	4,849	4,742	4,573	4,372	4,400	4,400
Number of calls for Patrol Service (total number of dispatched calls for service)	127,025	101,042	91,552	87,013	85,000	85,000
Number of DUI arrests	818	704	584	527	500	500
Number of felony arrests	1,344	1,259	1,282	1,487	1,500	1,500
Number of incident reports filed	15,895	15,328	12,222	13,282	13,000	13,000
Number of juvenile arrests	363	346	350	277	300	300
Number of misdemeanor arrests	3,830	3,810	3,278	3,162	3,515	3,200
Number of moving violations (including warnings)	46,320	54,432	44,195	39,780	42,000	42,000
Total Part I offenses	4,325	3,859	3,771	3,796	3,800	3,800
Total Part II offenses	7,653	7,995	7,238	7,833	7,500	7,500

- Daytime population estimates were obtained from the Department of Community Planning Housing and Development (CPHD). In order to provide the most accurate information, all other estimates were calculated using linear regression.
- Offense actuals may be modified due to case reclassifications which can occur once offenses are investigated by detectives in the Criminal Investigations Division.
- Part I offenses include murder, rape, aggravated assault, breaking and entering, robberies, larcenies, and motor vehicle theft.
- Part II offenses include non-aggravated assault, arson, forgery and counterfeiting, fraud, embezzlement, stolen property, weapons offenses, prostitution, sex offenses, drug abuse violations (sale/manufacturing and possession), gambling, and other minor offenses.
- The number of calls for Patrol Service does not include canceled calls or duplicate calls.

POLICE DISTRICTS

PROGRAM MISSION

To maintain and establish peace and order using Community Policing strategies.

Police Districts

- Provide management, support, and respond to community issues in designated districts.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,990,891	$2,800,021	$2,947,732	5%
Non-Personnel	7,490	6,000	6,000	-
Total Expenditures	2,998,381	2,806,021	2,953,732	5%
Total Revenues	-	-	-	-
Net Tax Support	$2,998,381	$2,806,021	$2,953,732	5%
Permanent FTEs	20.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	20.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Community Events/Meetings Attended by District Officers	255	218	263	383	300	300
Number of GRAMS for the Police Department (excluding towing issues and internal inquiries)	47	39	34	32	30	30

- The Government Response and Memorandum System (GRAMS) is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. The District Teams work as liaisons to address many issues that are brought to the attention of the County Board and County Manager. GRAMS responses are used to both answer residents' questions and to inform all Board members on community issues. A GRAM is initiated when an individual or group contacts the County Board or County Manager's Office to seek assistance with an issue. The District Teams work as liaisons to address issues that are brought to the attention of the County Board and County Manager. It is the goal of the District Teams that residents and business owners can work with District Teams to resolve issues quickly and, therefore, reduce the number of GRAMS created.

SPECIAL OPERATIONS SECTION

PROGRAM MISSION

To maintain peace and order in Arlington and surrounding jurisdictions through the efficient management and administration of significant special events, specialized services, and law enforcement programs.

- Respond to and coordinate calls for significant events and special details.
- Ensure compliance with County motor vehicle and parking ordinances.
- Ensure the safety of children at designated school crossing areas.
- Manage the Photo Red Light Enforcement Program.
- Manage special events requiring Police staffing.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of three uniform positions to the Patrol Section to provide additional patrol support ($266,426, 3.0 FTEs). These uniform positions were performing necessary administrative duties which will now be completed by the reclassification of three vacant, civilian Public Service Aide positions. The transfer out is partially offset by increases in employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in the parking ticket contract ($4,320).
- ↓ Fee revenue decreases due to adjustments to red light camera fees due to an expected decrease in tickets issued ($133,688).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,084,759	$5,515,546	$5,507,378	-
Non-Personnel	1,074,753	915,608	919,928	-
Total Expenditures	6,159,512	6,431,154	6,427,306	-
Fees	793,949	883,688	750,000	-15%
Total Revenues	793,949	883,688	750,000	-15%
Net Tax Support	$5,365,563	$5,547,466	$5,677,306	2%
Permanent FTEs	64.00	64.00	61.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	64.00	64.00	61.00	

SPECIAL OPERATIONS SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of escorts/dignitary protections provided	234	240	225	203	225	225
Number of special events staffed by Police employees	103	106	98	104	107	110

- The number of escorts/dignitary protections provided decreased in FY 2015 because the Police Department eliminated escorts for celebrities, dignitaries, and professional sports teams unless there was a safety and/or security need. The Department anticipates an increase in dignitary escorts due to the newly-elected President coming to the Pentagon more frequently, as well as foreign dignitaries staying in local hotels to visit the newly-elected President. Funeral escorts are increasing in FY 2017 and FY 2018. FY 2016 appears to be an anomaly and does not trend with historical data.
- 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 necessarily assign staff to events where low attendance levels are expected and which are held at fixed locations that are off County roadways.

HOMELAND SECURITY

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 ensure a comprehensive terrorism strategy is implemented.
- Work cooperatively and collaboratively with state, local, and federal agencies in maintaining partnerships.

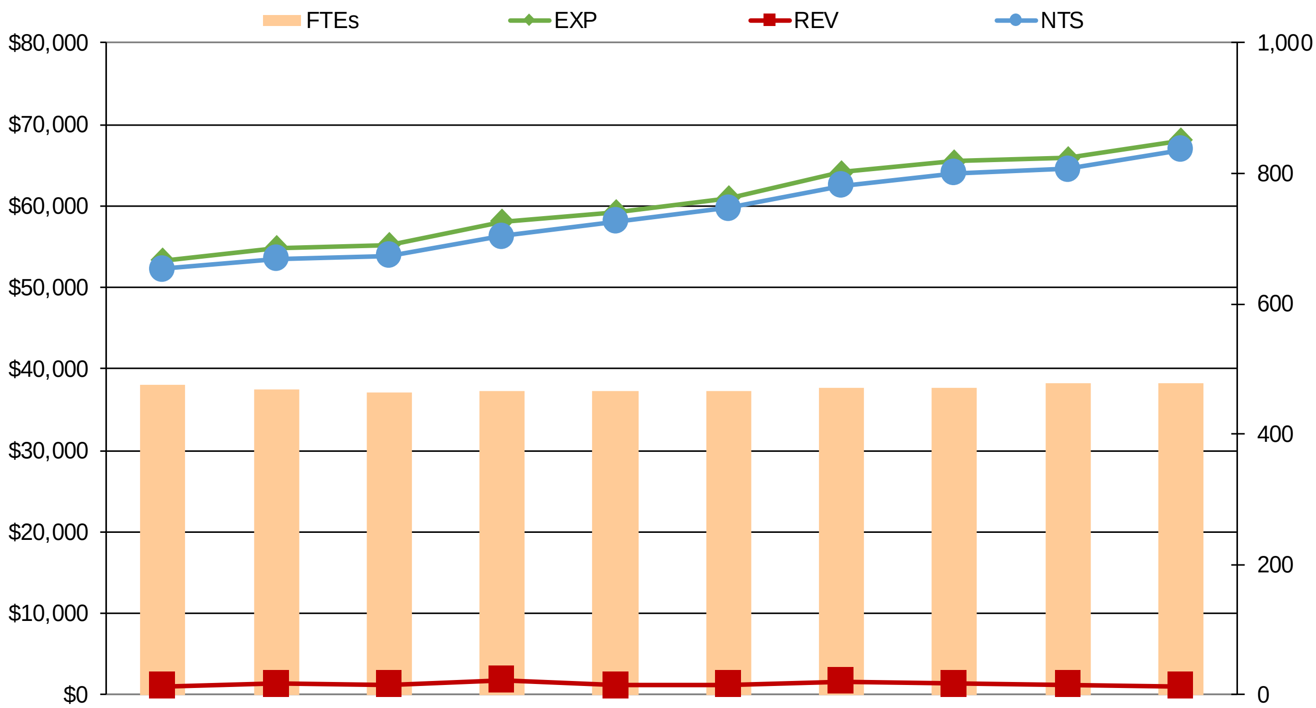
SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of 5.0 FTEs to the Homeland Security Unit from the Office of the Chief ($491,014, 3.0 FTEs) and the Information and Technology Management Section ($189,222, 2.0 FTEs), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- This line of business was created after the FY 2017 budget was adopted. Originally, the Homeland Security was located in the Office of the Chief. It was moved to the Criminal Investigations Division to better align with and enhance the investigative capacities of both entities.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	$657,963	-
Non-Personnel	-	-	-	-
Intra-County Charges	-	-	-	-
Total Expenditures	-	-	$657,963	-
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	-	-	657,963	-
Permanent FTEs	-	-	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	5.00	-

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$53,343	$54,894	$55,241	$58,157	$59,296	$60,965	$64,188	$65,439	$65,823	$68,029
REV	$1,070	$1,410	$1,314	$1,866	$1,182	$1,248	$1,696	$1,369	$1,258	$1,066
NTS	$52,273	$53,484	$53,927	$56,291	$58,114	$59,717	$62,492	$64,070	$64,565	$66,963
FTEs	476.00	469.00	465.00	466.00	466.00	466.00	470.00	472.00	478.00	478.00

Fiscal Year	Description	FTEs
FY 2009	▪ Elimination of the Parking Adjudication Office and the transfer of its employees (3.0 FTEs) to the Parking Enforcement Office.	(3.0)
	▪ Increased funds for lease costs ($230,000), contract costs associated with implementing the Photo Red Light Program ($369,600); non-discretionary contractual increases, ($72,636); increase fuel charges ($31,901). Decreased vehicle charges ($33,503) and reductions to a variety of accounts including travel and training.	
	▪ Increased revenue from fines and fees collected due to anticipated revenue from the Photo Red Light Program ($569,600), a combination of revenue adjustments and increases to false alarm fine rates ($238,000).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($268,490).	
	▪ Non-personnel expenses reflect increases in fuel ($145,591) and telephone and communications ($16,369) as well as adjustments to electricity, gas, and water ($18,618), and one-time County training funds in anticipation of new COPS grant supported positions ($43,506). These increases are partially offset by decreases in charges for County owned vehicles ($195,686) and building repairs ($15,000).	
	▪ Revenue increased due to an anticipated grant award from the COPS Hiring Recovery Program to restore sworn officer positions which were eliminated in the proposed budget (6.00 FTEs; $480,532). The increase was partially offset by decreases in revenue from fees ($73,000) and other grants ($111,000) to better reflect the current and anticipated economic climate.	
	▪ Eliminated one of four Identification Technician positions in the Forensic Identification Unit ($77,108).	(1.0)
	▪ As part of Department-wide administrative reductions, funds were decreased for overtime pay ($86,324), memberships ($4,800), training ($24,000), travel ($5,378), consultants ($108,741), recruitment ($15,155), postage ($1s1,832), printing ($23,915), subscriptions and books ($9,790), office supplies ($50,906), operating supplies ($50,906), wearing apparel ($50,905), operating equipment ($100,000), rental of privately owned vehicles ($73,049), telephone and paging services ($14,714), equipment repair ($8,379), and unclassified services ($500).	
	▪ De-appropriated six positions and the corresponding grant revenue after the Department did not receive an anticipated COPS Hiring Grant ($480,532; 6.0 FTEs).	(6.0)
FY 2011	▪ The County Board added one-time funding for operating supplies to cover additional expenses that will be incurred due to the parking ticket fee increase that goes into effect on July 1, 2010 ($20,000).	
	▪ Eliminated one of two Office of Emergency Management Liaison positions (1.0 FTE; $153,762) and one of three Corporals responsible for background investigation (1.0 FTE; $116,830).	(2.0)

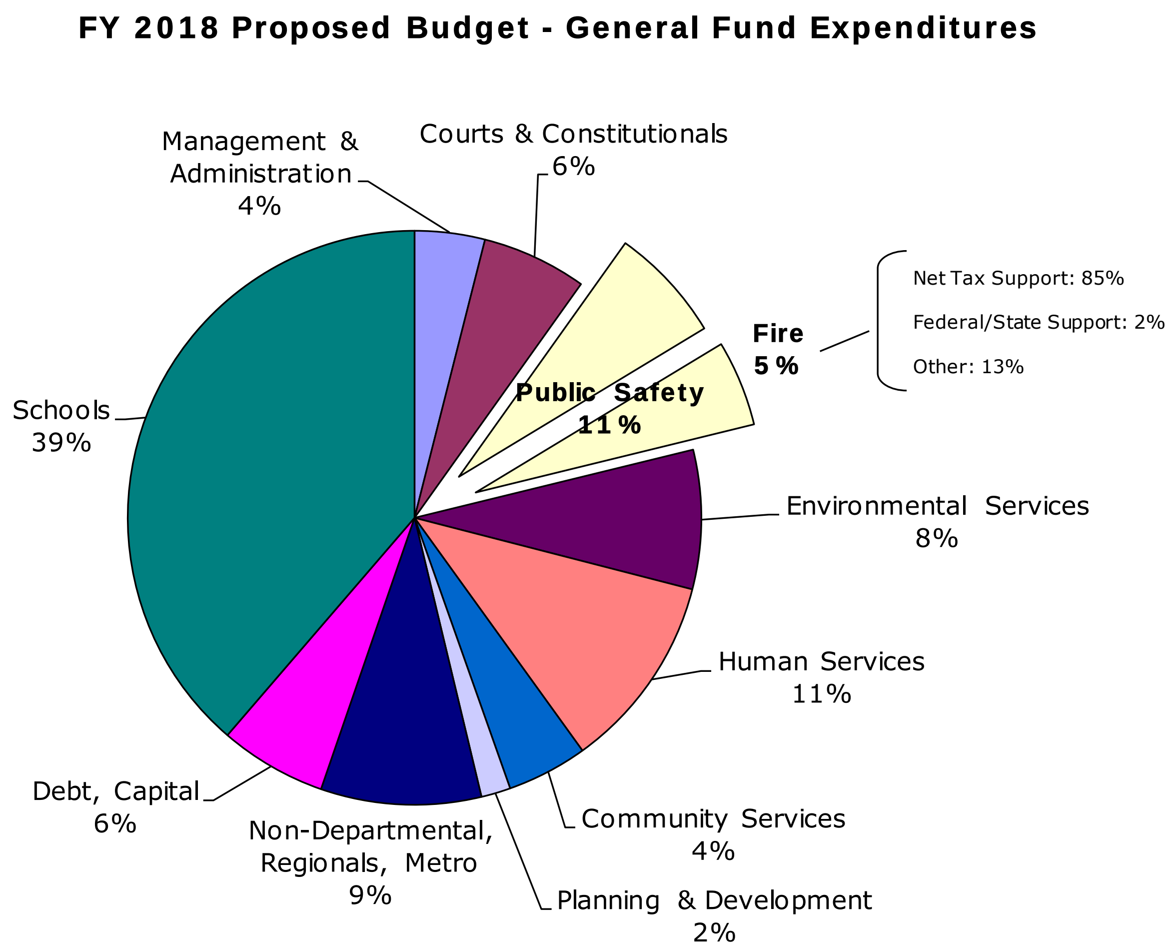
Fiscal Year	Description	FTEs
	▪ Eliminated a vacant Management Specialist V position, one of two positions that serve as Public Information Officers (1.0 FTE; $82,369).	(1.0)
	▪ Eliminated one of three Records Assistant positions (1.0 FTE; $44,078).	(1.0)
	▪ Reduced funding for training based on not receiving the COPS Hiring Recovery Grant ($43,506).	
FY 2012	▪ The County Board increased authorized over-strength positions from five to ten and provided one-time funding for 50 percent of the cost of the positions ($354,645).	
	▪ The County Board approved funding for the continuation of two positions previously funded with grant funds: the Grants to Encourage Arrest Policies and Enforcement of Protective Orders (GEAP) program ($67,718, 1.0 FTE) and the Gang Task Force grant (115,339).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Increased funding for critical maintenance services of public safety information technology systems ($307,946), annual maintenance and replacement of County vehicles ($213,989), and normal contractual increases ($2,039) partially offset by adjustments to fuel ($150,000), contract expenses for the Photo Red Light Enforcement Program ($184,800) and the deduction of one-time funding added in FY 2011 for operating supplies related to the parking ticket fee increase ($20,000).	
	▪ Decreased revenues in Photo Red Light Enforcement Program to reflect current number of intersections monitored ($369,600), other miscellaneous fees ($4,000), grant revenue due to the loss of the Gang Task Force grant ($108,025) and elimination of prisoner travel expense reimbursements ($1,000) which are now credited to travel expense.	
	▪ Increased revenues in taxicab licenses ($25,000) and concealed weapons ($900).	
FY 2013	▪ The County Board added funding for enhanced weekend and holiday staffing for the entertainment districts ($60,000).	
	▪ The County Board approved two additional holidays for FY 2013 ($107,500).	
	▪ One-time funding included for overstrengths ($339,170 in personnel, $40,830 in non-personnel).	
	▪ One position was added for the Photo Red Light program ($66,794).	1.0
	A grant funded position was eliminated.	(1.0)
	▪ Increased funding for vehicle fuel ($106,500).	
	▪ Increased funding for maintenance services of public safety information technology (IT) systems ($26,625) and Public Safety Network ($65,000).	
	▪ Added equipment funding for new recruits ($40,830).	
	▪ Increased contract funding for Photo Red Light for eight additional cameras ($371,308).	

Fiscal Year	Description	FTEs
	▪ Reduced the annual expense for the maintenance and replacement of County vehicles ($94,902).	
	▪ Revenue increased for higher projections for the Photo Red Light Enforcement Program based on the current number of intersections monitored and prior year actual revenues ($125,000), and additional Photo Red Light revenues for eight new cameras ($558,688).	
	▪ Taxicab license revenue increased based on prior year actuals ($20,000).	
FY 2014	▪ Revenue from impound vehicles storage fees increased ($10,000).	
	▪ Removed one-time funding for overstrength positions ($339,170) and recruit equipment ($40,830).	
	▪ Added funding for pay reclassifications for public safety positions ($1,032,677).	
	▪ Reduced the annual expense for the maintenance and replacement of County vehicles ($5,947).	
	▪ Added funding for maintenance of public safety information technology systems ($48,416).	
	▪ Increased Intra-county charges reflecting an administrative fee to cover costs associated with staffing special events ($10,000).	
	▪ Increased hourly rate from $50 to $60 per hour charged for sworn staff working special events ($100,000).	
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.	3.0
	▪ Transferred a Public Safety Technology Manager ($171,805) from the Department of Technology Services to the Police Department.	1.0
	▪ 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).	
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).	2.0
	▪ Added one-time funding for additional overtime for the Rosslyn Pedestrian Safety Initiative during peak traffic congestion period ($176,400).	

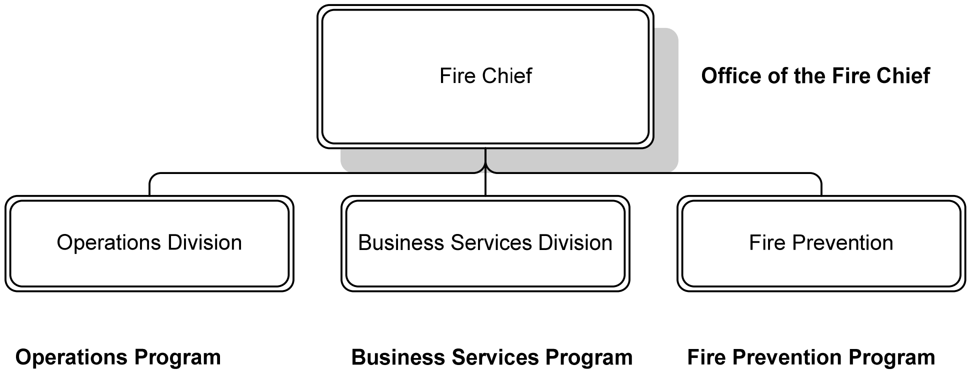
Fiscal Year	Description	FTEs
	▪ Fee revenue increased due to an increased concealed weapons revenue ($18,000), partially offset by reductions in storage/boot fees ($10,000) and taxicab license revenue ($5,000) based on prior year actuals. ▪ Grant revenue decreased due to adjustments to the Community Oriented Policing Services (COPS) grant ($60,795). ▪ Included ongoing funding for continued participation in the regional gang task force ($25,000) and additional overtime to provide additional staffing in the Clarendon business district to meet weekend and special event demands ($113,378), both of which had been funded in prior fiscal years by the County Board with one-time funds.	
FY 2017	▪ Added funding for the addition of six patrol officers ($491,500, 6.0 FTEs) 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). ▪ Revenue increases in false alarm fines ($15,000), solicitor permit revenue ($3,500), and taxicab license revenue ($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).	6.0

FIRE DEPARTMENT
James Bonzano, Chief
2100 CLARENDON BLVD., SUITE 400, ARLINGTON, VA 22201
703-228-3362
fire@arlingtonva.us

Our Mission: To mitigate threats to life, property and the environment through education, prevention, and effective response to fire, medical, and environmental emergencies



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Fire Department is $59,790,930, a six percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the additional funding required for two recruit classes ($176,173 ongoing, $759,286 one-time).
- ↑ Non-personnel increases primarily due to funding for two recruit schools ($277,970 ongoing, $268,120 one-time), an increase in wearing apparel funded by the Fire Programs Grant ($15,726), an increase in emergency medical services funded by the Four-for-Life Grant ($5,309), a transfer of funds from Public Safety IT to the Business Services Division for the Fire Department's portion of the Public Safety records management system ($75,934) adjustments to the accounting method for the medical billing management fee ($180,000), the removal of one-time funding for wearing apparel and equipment for the 8.0 FTEs added in FY 2017 ($147,169), and adjustments to the annual expense for the maintenance and replacement of County vehicles ($171,284).
- ↑ Fee revenue increases due to projected increases in System Testing Fees ($290,000), increase in Assembly Permit Fees ($20,000), increases in Falls Church reimbursements for firefighter salaries and overtime ($95,114), and ambulance fee collections ($150,000).
- ↑ Grant revenue increases due to increases to the Fire Programs grant ($15,726) and increases to the Four-for-Life Grant ($5,309).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$49,314,975	$49,198,276	$52,018,405	6%
Non-Personnel	7,033,919	7,255,560	7,772,525	7%
Total Expenditures	56,348,894	56,453,836	59,790,930	6%
Fees	7,188,424	7,391,359	7,946,473	8%
Grants	1,045,885	933,151	954,186	2%
Total Revenues	8,234,309	8,324,510	8,900,659	7%
Net Tax Support	$48,114,585	$48,129,326	$50,890,271	6%
Permanent FTEs	319.00	332.00	332.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	319.00	332.00	332.00	

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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of positions as part of a Departmental reorganization (3.0 FTEs), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The FY 2018 proposed budget reflects the following position transfers:
  - The transfer in of two Deputy Fire Chiefs ($554,684, 2.0 FTEs) from the Operations Division.
  - The transfer out of two Fire/EMS Battalion Chief positions ($453,895, 2.0 FTEs), a Fire/EMS Captain II ($191,925, 1.0 FTE), and a Fire/EMS Captain I ($177,204, 1.0 FTE) to the Operations Division.
  - The transfer out of an Administrative Technician I ($74,928, 1.0 FTE) to the Business Services Division.
- ↑ Fee revenue increases due to the collection of delinquent ambulance fees ($150,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,543,455	$1,801,120	$1,515,809	-16%
Non-Personnel	95,955	3,600	3,600	-
Total Expenditures	1,639,410	1,804,720	1,519,409	-16%
Fees	168,035	-	150,000	-
Total Revenues	168,035	-	150,000	-
Net Tax Support	$1,471,375	$1,804,720	$1,369,409	-24%
Permanent FTEs	8.00	9.00	6.00	
Temporary FTEs	-	-	-	
Authorized FTEs	8.00	9.00	6.00	

OPERATIONS 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.

- Operations 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 Operations 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.
- 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 in rental units, and develop pre-plans for responses to various buildings.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the addition of funding for two recruit classes ($176,173 ongoing, $759,286 one-time). The FY 2018 proposed budget reflects the following position transfers:
  - The transfer in of two EMS Battalion Chiefs ($453,895, 2.0 FTEs), a Fire/EMS Captain II ($191,925, 1.0 FTE), and a Fire/EMS Captain I ($177,204, 1.0 FTE) from the Office of the Fire Chief.
  - The transfer in of a Warehouse Coordinator ($89,104, 1.0 FTE) and a Fire/EMT III ($132,274, 1.0 FTE), a Fire/EMS Captain I ($181,776, 1.0 FTE), and a Physicians' Assistant ($167,190, 1.0 FTE) from the Business Services division.
  - The transfer out of two Deputy Fire Chiefs ($554,684, 2.0 FTE) to the Office of the Fire Chief.
  - The transfer out of an Administrative Technician ($81,957, 1.0 FTE), three Fire Inspector positions ($281,071, 3.0 FTEs), and four Fire Marshall positions ($513,324, 4.0 FTEs) to the Fire Prevention Office.
- ↑ Non-personnel increases due to an increase in wearing apparel funded by the Fire Programs Grant ($15,726), an increase in emergency medical services funded by the Four-for-Life Grant ($5,309), and an increase in recruit class costs ($35,704 one-time).
- ↑ Fee revenue increases due to an increase in Falls Church reimbursements for firefighter salaries and overtime ($95,114).
- ↑ Grant revenue increases due to increases to the Fire Programs grant ($15,726) and the Four-for-Life Grant ($5,309).

OPERATIONS PROGRAM

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$44,302,828	$43,690,397	$46,316,840	6%
Non-Personnel	1,136,714	937,585	994,324	6%
Total Expenditures	45,439,542	44,627,982	47,311,164	6%
Fees	2,694,318	2,605,859	2,700,973	4%
Grants	985,772	933,151	954,186	2%
Total Revenues	3,680,090	3,539,010	3,655,159	3%
Net Tax Support	$41,759,452	$41,088,972	$43,656,005	6%
Permanent FTEs	283.00	295.00	293.00	
Temporary FTEs	-	-	-	
Authorized FTEs	283.00	295.00	293.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average response time for all incidents (in minutes)	4.8	4.8	4.4	4.4	4.6	4.6
Average response time for Fire incidents (in minutes)	4.7	4.6	4.4	4.3	4.5	4.5
Average response time for EMS incidents (in minutes)	4.8	4.7	4.4	4.5	4.6	4.6
Average response time for Public Service (non-emergency) incidents (in minutes)	4.8	4.9	4.9	4.6	4.8	4.8
Average response time for on-scene to patient side (in minutes)	2.9	2.8	2.8	2.7	2.8	2.8
Percentage of emergency incidents reached within four minutes of dispatch	57%	57%	59%	58%	58%	58%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Advanced Life Support (ALS) training hours	21,596	20,172	16,496	19,156	20,716	21,256
Basic Life Support (BLS) training hours	11,520	15,360	14,320	24,240	22,240	18,080
Firefighter training hours	107,280	128,644	129,280	145,494	171,000	171,000
Fire incident responses	6,141	6,286	6,657	6,608	6,600	6,600
Hazardous materials responses	1,018	857	830	819	800	800
Public service non-emergency responses	1,804	1,744	1,859	1,672	1,770	1,770
Emergency Medical Services (EMS) incident responses	15,918	15,150	15,521	15,441	15,500	15,500
Bomb Squad responses	2	6	15	10	8	8

Supporting Measures	**FY 2013 Actual**	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Estimate**	**FY 2018 Estimate**
Technical Rescue Team responses	0	8	14	21	15	15
Swiftwater responses	2	1	1	2	2	2
Total Arlington units responding to all incidents	49,943	54,401	56,643	61,654	58,000	58,000

- 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.
- Basic Life Support training hours increased in FY 2016 due to more recruits in recruit school compared to the prior fiscal year. These hours fluctuate based on the number of recruit schools planned by the Department each fiscal year.
- Firefighter training hours fluctuate each year based on the number of recruits in school. 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 2017, recruit school hours are based on 42 recruits for a total of 40,320 hours, which is a total of 171,000 hours.

BUSINESS 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.

- Manages the Department's facilities, coordinating with the Department of Environmental Services 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 support for all programs concerning expenditures and revenues of the Department, including developing, implementing, monitoring, and managing the Department's yearly financial plan, and managing the ambulance billing and fee collection 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, uniforms, etc.), and emergency medical supplies for all uniformed members and volunteer personnel.
- Manages the Department's fleet of vehicles and works with the Department of Environmental Services (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.
- Coordinates all health related issues for uniformed members of the Department, including: all pre-employment, periodic, annual, and special physicals for members of the Hazardous Materials Response Team; coordinates with the Department of Human Services (DHS) for other health related services and with DHS and outside contractors to assist members returning to duty from occupational injuries or illnesses.
- Provides recruit training in addition to the daily training required for all Firefighters and Medics. Training for recruits is provided in-house by several uniformed personnel from other programs throughout the Department, in addition to the small dedicated training staff assigned to the Department's Training Academy.
- Provides administrative support to Department personnel, including recruitment and processing of applicants, payroll, personnel actions, maintenance of employee records, promotional processes, and other related services. Administrative support functions include human resources management and administrative/clerical support.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer of positions as part of a Departmental reorganization. These decreases are partially offset by increases due to employee salary increases, an increase in the County's cost for employee health insurance, and increases in retirement contributions based on current actuarial projections. The FY 2018 proposed budget reflects the following position transfers:
  - The transfer in of an Administrative Technician I ($74,928, 1.0 FTE) from the Office of the Fire Chief.
  - The transfer in of a Management Analyst ($88,971, 1.0 FTE) from the Fire Prevention Office.
  - The transfer out of a Fire/EMS Captain I ($197,003, 1.0 FTE) and a Fire/EMS Captain II ($207,422, 1.0 FTE) to the Fire Prevention Office.

BUSINESS SERVICES PROGRAM

- The transfer out of a Warehouse Coordinator ($89,104, 1.0 FTE), a Physician's Assistant (167,190, 1.0 FTE), a Fire/EMS Lieutenant III ($132,274, 1.0 FTE), and a Fire/EMS Captain I ($181,776, 1.0 FTE) to the Operations Division.

↑ Non-personnel increases primarily due to increases in recruit school costs ($277,970 ongoing, $232,416 one-time), a transfer of funds from Public Safety IT to the Business Services Division for the Fire Department's portion of the Public Safety records management system ($75,934), and adjustments to the accounting method for the medical billing management ($180,000), partially offset by the removal of one-time funding for wearing apparel and equipment for the 8.0 FTEs added in FY 2017 ($147,169), adjustments to the annual expense for the maintenance and replacement of County vehicles ($171,284), and contractual adjustments ($1,750).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,312,337	$1,512,302	$827,894	-45%
Non-Personnel	5,691,213	6,237,556	6,697,782	7%
Total Expenditures	7,003,550	7,749,858	7,525,676	-3%
Fees	2,773,828	3,851,500	3,851,500	-
Grants	60,113	-	-	-
Total Revenues	2,833,941	3,851,500	3,851,500	-
Net Tax Support	$4,169,609	$3,898,358	$3,674,176	-6%
Permanent FTEs	11.00	11.00	7.00	
Temporary FTEs	-	-	-	
Authorized FTEs	11.00	11.00	7.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Department facilities passing safety inspection	100%	100%	100%	100%	100%	100%
Total number of EMS Calls	15,937	15,332	15,547	15,441	15,500	15,500
Total number of transports	11,138	10,684	10,205	9,538	10,000	10,000
Total number of diversions	4,799	4,648	5,342	5,903	5,100	5,100

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Capital projects underway	1	1	2	2	2	2
Number of grants accepted/received	3	3	5	2	3	2

- The total number of diversions includes signed waivers of service by callers, who refused service by Arlington County EMS personnel.

FIRE PREVENTION PROGRAM

PROGRAM MISSION

To reduce threats to life, property and the environment through education, inspection, enforcement, and community service.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, increases retirement contributions based on current actuarial projections, and the transfer of positions as part of a Departmental reorganization. The FY 2018 proposed budget reflects the following position transfers:
  - The transfer in of an Administrative position ($81,957, 1.0 FTE), three Fire Inspectors ($281,071, 3.0 FTEs), and four Fire Marshalls ($513,324, 4.0 FTEs) from the Operations Division.
  - The transfer in of a Fire/EMS Captain I ($197,003, 1.0 FTE) and a Fire/EMS Captain II ($207,422, 1.0 FTE) from the Business Services Division;
  - The transfer out of a Management Analyst ($88,971, 1.0 FTE) to the Business Services Division.
- ↑ Fee revenue increases due to an increase in projected revenues for System Testing Fees ($290,000) and an increase in Assembly Permit Fees ($20,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,156,355	$2,194,457	$3,357,862	53%
Non-Personnel	110,037	76,819	76,819	-
Total Expenditures	2,266,392	2,271,276	3,434,681	51%
Fees	1,552,242	934,000	1,244,000	33%
Total Revenues	1,552,242	934,000	1,244,000	33%
Net Tax Support	$714,150	$1,337,276	$2,190,681	64%
Permanent FTEs	17.00	17.00	26.00	
Temporary FTEs	-	-	-	
Authorized FTEs	17.00	17.00	26.00	

FIRE PREVENTION PROGRAM

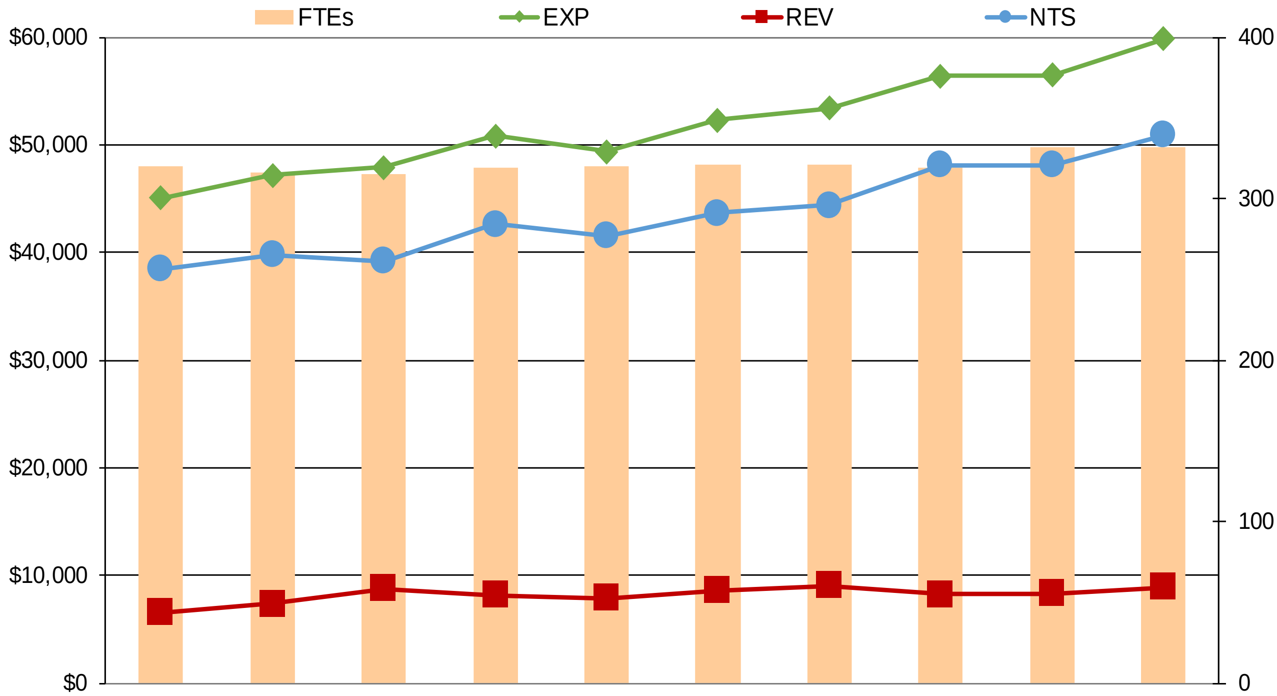
PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of fire deaths	1	2	3	1	0	0
Number of large loss fires (greater than $50,000)	20	8	11	11	10	10
Environmental crimes investigated	9	9	10	18	10	10
Estimated non-vehicle fire loss (in millions)	$4.9	$2.9	$5.1	$3.1	$3.0	$3.0
Fires investigated	72	86	80	108	80	80
Violations cited	3,367	3,655	3,159	3,864	3,800	3,800

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Fire Prevention Code permits issued	1,061	1,096	977	1,058	1,100	1,150
Inspections conducted	2,727	2,838	2,380	2,711	2,800	2,900
Percentage of fire protection systems tested and inspected	93%	93%	93%	81%	85%	89%
Number of smoke detectors installed	24	120	928	655	750	750

- Violations cited is a reflection of the inspection process working as designed. The expected increase for FY 2016 and FY 2017 is in anticipation of new properties entering the program. More violations are found in "first visit" buildings, which typically decline as the routine inspection cycle progresses.
- The Inspection Program includes all Fire Prevention Code, fire protection systems, and hazardous materials inspections.
- 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. Numbers listed are all for a calendar year. The number of smoke detectors installed significantly increased in 2015 with the inception of this initiative.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$45,010	$47,138	$47,908	$50,813	$49,378	$52,274	$53,390	$56,349	$56,454	$59,791
REV	$6,523	$7,354	$8,729	$8,182	$7,873	$8,614	$9,029	$8,234	$8,325	$8,901
NTS	$38,487	$39,784	$39,179	$42,631	$41,505	$43,660	$44,361	$48,115	$48,129	$50,890
FTEs	320.30	316.55	315.00	319.00	320.00	321.00	321.00	319.00	332.00	332.00

Fiscal Year	Description	FTEs
FY 2009	▪ *Added funding for overtime expenses ($312,821), recruitment classes ($156,494) and grant funding increases for overtime ($20,562).*	
	▪ Decreased personnel expenses due to 1.0 frozen FTE ($53,497), 2.0 uniformed FTEs converted to civilian positions ($53,995), and the conversion of 2.0 grant funded uniformed positions into fee supported civilian positions ($65,241).	
	▪ Increased funding for utility cost and non-discretionary contractual expenses ($41,134), special telephone expenses ($79,934), maintenance for mobile data terminals ($51,165), operating supplies ($164,948), protective clothing for the Firefighters ($289,906), ambulance billing contract due to higher revenue projections ($57,087), and additional Fire Programs grant for operating equipment ($245,507).	
	▪ Reduced funding in a variety of accounts including training, equipment repairs and travel ($167,512).	
	▪ Increased revenue for ambulance fees based on FY 2007 actual revenues and fee increases ($726,158), Fire Inspection Program due to an increase of the system inspection fee from $85/hour to $130/hour ($210,600) and a new charge of $130/hour for inspection of permitted buildings ($379,080), and Falls Church reimbursements ($180,874).	
	▪ Increased revenue for Fire Programs grant ($245,507), the National Metropolitan Response Team ($114,673) and the Pentagon Force Protection Agency grant ($32,249).	
	▪ Decreased revenue due to the phase out of the Staffing for Adequate Fire & Emergency Response (SAFER) grant ($82,667) and the elimination of the Pentagon Fire Marshalls grant ($242,362).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($181,862).	
	▪ Increased funding for utilities ($45,910), rental of County vehicles ($186,204), fuel charges ($48,331), telephone and communications charges ($9,314) and uniformed physicals contract ($10,284).	
	▪ Eliminated a Field Telecommunications position ($77,648, 1.0 FTE) and an Administrative Support position ($76,510, 1.0 FTE); reduced funding for personal protective clothing ($200,000), repairs to buildings and equipment ($33,795) printing ($3,289), postage ($1,680) and subscriptions ($2,233); and eliminated the pre-incident planning software on Mobile Data Computers in response apparatus and vehicles ($39,938).	(2.0)
	▪ One-time reductions were made in funding for recruit physicals and psychological testing ($57,131), recruit wearing apparel ($169,320), and active recruitment ($34,167).	
	▪ Eliminated a Battalion Chief position at the Training Academy ($185,449, 1.0 FTE).	(1.0)
	▪ Eliminated a Battalion Chief position, a Captain position, and a Supply Clerk position ($393,258, 3.0 FTEs) in Logistics.	(3.0)
	▪ Eliminated the Public Education position ($83,821, 1.0 FTE) and added	3.0

Fiscal Year	Description	FTEs
	three Inspector positions and one Administrative support staff ($332,354, 4.0 FTEs) in Fire Prevention.	
	▪ Eliminated a grant funded HAZMAT position at the Pentagon ($186,215, 1.0 FTE), rescheduled the FY 2010 recruit class to FY 2011 ($1,227,320), and reduced employee training $(32,266) and subscriptions ($1,600).	(1.0)
	▪ *Increased the temporary Operational Director position by 0.25 FTEs as part of the FY 2009 Closeout.*	*0.25*
	▪ Increased revenues due to an increased projection in the City of Falls Church reimbursement ($261,142), ambulance transport revenue ($100,000), and additional inspection fee revenues ($332,354), partially offset by decreases in the SAFER grant ($77,333) and the HAZMAT Pentagon grant ($169,493).	
FY 2011	▪ The County Board approved $759,633 in additional personnel funding for new recruit class in FY 2011. This is in addition to the $855,750 proposed by the County Manager for a total of $1,615,383.	
	▪ Eliminated a Battalion Chief position assigned to the Office of Emergency Management ($182,848, 1.0 FTE).	(1.0)
	▪ Eliminated one of two Emergency Medical Services Battalion Chief positions through attrition and reduce contracted training services in order to upgrade the temporary Operational Medical Director position in the Office of the Fire Chief to a permanent full-time position (net reduction: $67,444, 0.55 temporary FTE).	(0.55)
	▪ Increased funding for recruit physicals, psychological examinations and fingerprinting ($26,965), personal protective clothing ($96,278) and recruitment ($34,167).	
	▪ Increased fee revenues due to higher projections for ambulance transport fees ($300,000), partially offset by lower projections for Falls Church billing ($58,915).	
	▪ Decreased grant revenues due to the final year of the SAFER grant ($56,000), partially offset by an increase in the National Medical Response Team grant ($29,880).	
FY 2012	▪ The County Board restored the Battalion Chief position in Logistics that was eliminated in FY 2010 ($197,913, 1.0 FTE).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for three Community Inspector positions for fire protection systems testing ($298,124, 3.0 FTEs) and for a recruit class in FY 2012 ($264,860).	3.0
	▪ Increased funding for computers, phones, uniforms and auto fund charges for the new Community Inspector positions ($12,889).	
	▪ Decreased annual expenses for County vehicle charges ($196,929), fuel charges ($100,000) and personal protective clothing ($11,466).	
	▪ Increased fee revenues in systems testing ($332,800) due to the addition	

Fiscal Year	Description	FTEs
	of the three Community Inspectors, and higher projections for ambulance transport fees ($35,000), partially offset by lower projections for permitted buildings inspections ($158,269) and Falls Church reimbursements ($106,259).	
FY 2013	▪ County Board approved two additional holidays for FY 2013 ($55,000). ▪ Decreased personnel expenses due to a decrease in the number of recruits from 26 to 13. ▪ Elimination of overtime expense funded by the National Medical Response Team (NMRT) contract. ▪ Conversion of an NMRT funded position into a County funded Inspector position to review site plans in conjunction with the Department of Community Planning, Housing and Development (CPHD). The full cost of this position is reimbursed by CPHD. ▪ Additional funding for fuel ($74,700). ▪ Increased annual expenses for the maintenance and replacement of County vehicles ($325,392). ▪ Increased expense for protective clothing for recruits ($48,558). ▪ Additional costs for maintenance, repairs, and fuel for Falls Church fire apparatus and medic unit ($95,000), which are reimbursed by the City. These increases are partially offset by a decrease in the Falls Church reimbursements for other services ($11,729). ▪ Reallocation of funding from the Fire Department to the Department of Environmental Services for station bay door maintenance and repairs ($50,000). ▪ Increased fee revenues due to higher projections in the fire code permit, inspection fees, and other miscellaneous fees ($261,334) and ambulance transport fees ($50,000). ▪ Decreased grant revenues due to the elimination of the National Medical Response Team grant ($339,527).	
FY 2014	▪ Personnel increases primarily due to reclassification of uniform positions ($948,615), and the transfer of a grant funded National Incident Management System (NIMS) position ($125,000) from the Office of Emergency Management (OEM) to the Fire Department, partially offset by the removal of one-time funding for FY 2013 additional County Board approved holidays ($55,000). ▪ Increased operating equipment funded by the Four-For-Life grant ($76,842). ▪ Decreased annual expense for the maintenance and replacement of County vehicles ($45,368). ▪ Decreased protective clothing charges for recruit class ($4,889). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements based on the FY 2014 budget for services provided by the County ($117,532).	1.0

	▪ Grant revenues increased due to the Four-For-Life grant ($76,842) and the transfer of the NIMS grant from OEM to the Fire Department ($125,000). ▪ Increased ambulance transport fee revenue ($300,000).	
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	▪ Transfer of 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 recruit class costs ($24,567) and contractual increases for wearing apparel ($6,754). ▪ 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).	(2.0)
FY 2017	▪ The County Board added funding for an additional four Firefighter/EMT I positions to staff a peak time medic unit ($332,468, 4.0 FTEs).	4.0
	▪ 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, 8.0 FTEs) 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, 1.0 FTE). ▪ Increased funding for wearing apparel funded by the Fire Programs grant ($34,484), increases in 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).	9.0

- 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 ambulance transports ($200,000).
- Increased miscellaneous fee revenues ($150,000).
- Fee revenue decreased due to lower Falls Church reimbursement ($132,664).
- Decreased in 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).

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DEPARTMENT OF ENVIRONMENTAL SERVICES
Greg Emanuel, Director
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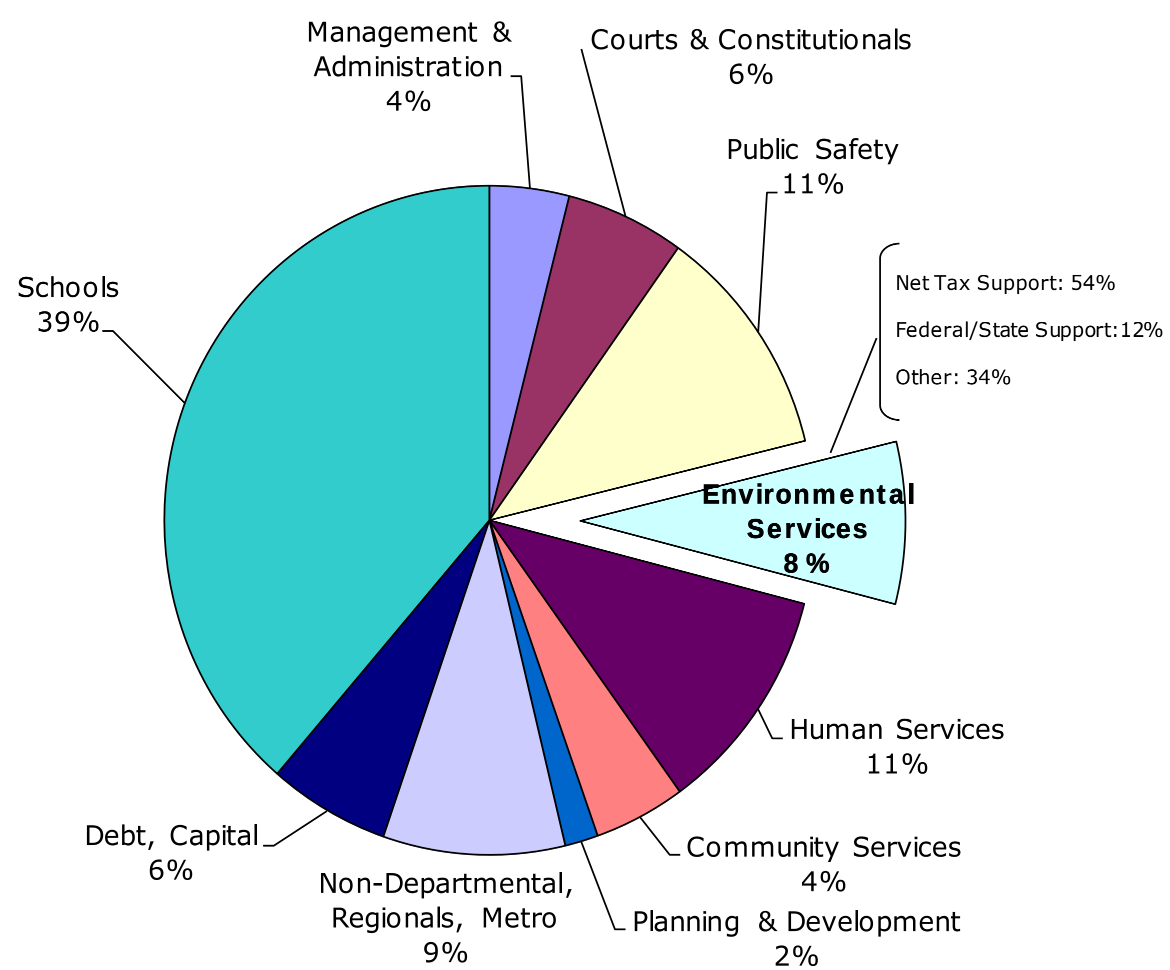
Our Mission: DES strives for excellence as we plan, build, operate, and maintain Arlington's utility, facility and transportation infrastructure, and protect and sustain our natural and built environment.

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

DES Director

Office of the Director

Decision Support

Sustainability & Environmental Management

Stormwater Management

Printing & Mail Services

Transportation & Development

Transportation Program Support
- Transportation Capital Program Management
- Regional Transportation Planning
- Community Relations and Engagement

Planning Program

Transit Program
- Arlington Transit (ART)
- Paratransit Services (STAR)
- Metrorail & Metrobus Operations Coordination
- Technology Projects
- Capital Coordination

Development Services

Commuter Services Program

Transportation Engineering & Operations
- Traffic Operations
- Residential Permit Parking
- Transportation System Management & Design Program
- Street Lights
- On-street Parking Management
- Off-street Parking Management
- Traffic Signs
- Traffic Signals
- Pavement Markings

Transportation Capital Fund

Ballston Public Parking Garage

Ballston Public Parking Garage – Eighth Level

Crystal City, Potomac Yard, & Pentagon City Tax Increment Financing Area Fund

Facilities & Engineering

Facilities Design & Construction

Engineering Bureau

Real Estate Bureau

Capital Assets Support

Facilities Management Services
- Facilities Maintenance
- Custodial Services
- Warehouse & Carpool

Operations

Operations Management

Solid Waste Bureau
- Customer Service
- Residential Refuse & Recycling
- Business/Multi-Family Recycling Compliance
- Education & Outreach
- Resident Services
- Earth Products Recycling
- Leaf Collection
- Street Sweeping & Litter Control
- County Facilities Recycling

Water, Sewer & Streets Bureau
- Concrete Maintenance
- Asphalt Maintenance
- General Maintenance
- Capital Construction
- Emergency Response

Water, Sewer & Streets (Utility Operations)

Water Sewer Records

Utilities Services Office

Water Pollution Control Bureau

Debt Service & Other

County Administrative & Vehicle Repair Section

School Fleet Repair Section

Lines of Business which are shaded are in Other Funds (Non-General Fund)

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Environmental Services (DES) is $96,906,253, a six percent increase over the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases primarily due to the addition of a position to manage the overall Streetlight Program, Design Engineer, Senior Trades Worker, and two Streetlight Technicians ($564,771, 5.0 FTEs), as well as employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.
- ↑ Non-personnel expense increases in a variety of areas throughout the department.
  - Transit Programs: Contractual expenses were added for the full-year funding to Arlington Transit (ART) routes 43 and 92 ($591,750), contractual increases for existing ART and STAR services ($534,514), ART light maintenance facility operating ($157,500) and maintenance ($106,558) costs, and increases in the Commuter Services Program ($579,063). Transit service costs are partially offset by fare revenue, reimbursement from the State for transit operations, funding from the Transportation Capital Fund and NVTA local funding.
  - Street Light Program: One-time funding was added for a trail light assessment to be performed and the addition of two vehicles for the Streetlight program ($260,000). Ongoing funding for non-personnel expenses related to the five new streetlight positions ($58,137).
  - Facilities: Contractual increases due to the County taking over operations of the facility at 2020 14th Street North ($343,312) and 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).
  - Solid Waste: Household Solid Waste contractual increases ($215,246).
  - FreshAire: Program increases fully offset by additional revenue ($50,000).
  - Other increases include operating costs for the Shirlington Lease site ($187,895), equipment and building repair ($196,481), and non-discretionary contractual increases ($299,520). These non-personnel expenses are partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($63,004).
- ↑ Fee revenue adjustments are in the following areas:
  - Solid Waste: Increases due to the Household Solid Waste rate increase ($228,416), fee changes for the replacement of damaged carts ($100), hauler permitting fees ($21,450), and delivery fees for leaf and wood mulch ($72,000), which are further explained in the Solid Waste Bureau line of business.
  - Transit: Increase in fare revenue due to the expansion of ART routes 43 and 92 ($88,762), the transfer in of funding from the Transportation Capital Fund ($411,179), and an increase in the ART Business contribution ($34,516).
  - Real Estate: Increases in the value of leases currently under agreement with the County ($501,297), primarily attributable to 2020 14th Street North.
  - Other increases include parking meter revenue ($410,000), the Chesapeake Bay fee ($70,000), highway permits ($25,000), community program and site plan reviews ($70,000), Waste-to-Energy rental of land ($45,170), and an increase in revenue from the residential utility tax ($50,000). These increases are partially offset by a net decrease in surveys ($10,500), taxi cab fees ($10,500), white goods ($10,000), civil penalties ($13,160), topography receipts ($3,000), and credit card transaction fees ($75,000).

- ↑ Grant revenue increases due to NVTC reimbursements for ART route expansions ($177,525) and Commuter Services Grants ($579,063).
- ↑ FTEs increase by 6.0 due to the five FTEs added to Streetlights and the addition of a Construction Manager in Water, Sewer, and Streets to help execution of the County's paving program. The Construction Manager position is fully funded by charge-outs to other funds.
- The Household Solid Waste Rate is proposed to increase from $307.28 to $314.16 as a result of cost increases for refuse, recycling, and yard waste collection from single family, duplexes, and townhouses, and contractual increases related to the General Fund's share of the Utility Billing System.
- The Utility Billing System, managed by the Utilities Services Office, bills for water and sewer services, refuse and recycling services provided to single family, townhouse and duplex dwellings, and miscellaneous Solid Waste Bureau services. The Utilities Capital Projects Fund will advance the funding for the refuse and recycling share of the new system and it will be reimbursed over a period of time that will depend on the final cost of the new system. A transfer amount of $199,200 to the Utilities Fund is included in the non-personnel budget for FY 2018.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$35,392,967	$38,686,028	$40,790,720	5%
Non-Personnel	57,689,012	54,448,871	58,100,429	7%
Subtotal	93,081,979	93,134,899	98,891,149	6%
Intra-County Charges	(2,152,932)	(1,923,046)	(1,984,896)	3%
Total Expenditures	90,929,047	91,211,853	96,906,253	6%
Fees	30,258,238	30,779,725	32,295,670	5%
Grants	11,168,423	10,477,504	11,234,092	7%
Transfer In From Other Funds	578,702	691,561	1,102,740	59%
Total Revenues	42,005,363	41,948,790	44,632,502	6%
Net Tax Support	$48,923,684	$49,263,063	$52,273,751	6%
Permanent FTEs	392.50	393.50	399.50	
Temporary FTEs	7.50	7.50	7.50	
Total Authorized FTEs	400.00	401.00	407.00	

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 of several functions including finance, budget, purchasing/procurement, grants 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 the 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 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 involving sensitive issues.

Communications

- Coordinate internal departmental communications and develop comprehensive strategies, programs, and vehicles to inform and educate the public of DES services and initiatives.
- 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.

Safety

- Enforce safe practices throughout the work force to ensure the safest environment possible with the goal of reducing work place incidents to zero.

Decision Support

- Decision Support provides internal support to the department and external information services to the community. It includes three units: DES Technology, Geographic Information System (GIS) and Mapping Center, and the newly created Program Management Unit.
- The primary mission of Decision Support is to bring Geospatial Business Intelligence in decision-making with a structured program management oversight using consistent policies and procedures to gain operational efficiency and effectiveness, automate and integrate business processes, and modernize operational systems.

OFFICE OF THE DIRECTOR

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases are primarily due to the transfer in of 2.0 FTEs from the Real Estate Bureau and the Solid Waste Bureau, which were reclassified to a Senior Management Analyst and a IT Program Manager for Decision Support ($280,995, 2.0 FTEs). Personnel increases are also due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($4,643).
- ↑ Intra-County Charges increase due to the allocation of costs for reimbursable services to the Utilities Fund ($117,503).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,626,695	$3,236,408	$3,582,949	11%
Non-Personnel	354,652	289,150	284,507	-2%
Subtotal	2,981,347	3,525,558	3,867,456	10%
Intra-County Charges	(923,960)	(1,123,828)	(1,241,331)	10%
Total Expenditures	2,057,387	2,401,730	2,626,125	9%
Total Revenues	-	-	-	-
Net Tax Support	$2,057,387	$2,401,730	$2,626,125	9%
Permanent FTEs	20.00	22.00	24.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	22.00	24.00	

PERFORMANCE MEASURES

Decision Support

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
DES technology services meet customer's expectations	N/A	N/A	N/A	N/A	90%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of applications implemented and/or maintained	N/A	N/A	15	20	20	22
The average time it takes to acknowledge a customer's issue from the time the customer contacted DES Technology by email or by phone	N/A	N/A	N/A	2 Hours	1 Hour	1 Hour

OFFICE OF THE DIRECTOR

Safety Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of employees trained in safety management system	95%	100%	100%	80%	100%	100%
Percent of managers trained in safety management system	91%	100%	100%	80%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of lost time injuries	6	10	6	6	7	6
Number of preventable accidents (vehicle)	33	29	36	21	20	18
Percent completion of required emergency drills by bureau	88%	100%	100%	75%	100%	100%
Percent of new DES employees receiving the DES safety orientation within first 90 days of employment	100%	100%	100%	100%	100%	100%

- The Office of Risk Management began identifying a much broader array of incidents as preventable in FY 2015 including snow-related incidents.
- FY 2016 was a transitional year for the safety program with 50 percent turnover in the team, resulting in more focus on maintaining safety compliance training efforts.
- CHP emergency drills are coordinated between Vornado and County Safety Manager. The reduction in FY 2016 reflects an extended leave by the County Safety Manager and is projected to return to normal levels in FY 2017.

MAPPING PROGRAM (GIS)

PROGRAM MISSION

To 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.
- Provide GIS application development support which includes preparing GIS application prototypes for client agencies as well as building and maintaining the interactive web-based mapping sites for internal (staff) and external (public) access to data.
- Support mapping for the Emergency Operations Center (EOC) and the Office of Emergency Management as well as provide geospatial data to Computer Aided Dispatch (911).

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the reclassification of a Cartographer I position to an Applications Developer, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Intra-County Charges decrease due to an adjustment in eligible reimbursable expenses for services provided within the organization ($21,504).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$899,606	$888,646	$948,481	7%
Non-Personnel	419,956	221,259	221,259	-
Subtotal	1,319,562	1,109,905	1,169,740	5%
Intra-County Charges	(136,699)	(112,729)	(91,225)	-19%
Total Expenditures	1,182,863	997,176	1,078,515	8%
Fees	4,731	40,000	40,000	-
Total Revenues	4,731	40,000	40,000	-
Net Tax Support	$1,178,132	$957,176	$1,038,515	8%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

MAPPING PROGRAM (GIS)

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of GIS work requests meeting customer target dates	90%	92%	92%	92%	93%	93%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of County systems that GIS supports	N/A	N/A	N/A	3	5	7
Number of GIS data layers maintained	285	300	315	320	325	328

- Tracking the number of County systems that GIS supports began in FY 2016.

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 Management

- 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

- Develop, implement, and coordinate various activities to promote, support, and integrate community engagement concepts into the Transportation Division’s capital programs and projects.
- Work to 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 implement 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 PROGRAM SUPPORT

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to vacant positions being filled at higher salaries, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$744,451	$884,230	$942,580	7%
Non-Personnel	10,417	15,000	15,000	-
Total Expenditures	754,868	899,230	957,580	7%
Revenues	-	-	-	-
Net Tax Support	$754,868	$899,230	$957,580	7%
Permanent FTEs	6.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	8.00	8.00	

PLANNING PROGRAM

PROGRAM MISSION

To plan, program, and implement infrastructure and transportation options in collaboration with business interests, neighborhoods, County advisory groups, and regional agencies to foster a livable community—now and in the future.

- Develop long-range plans for transportation infrastructure and services within Arlington and regionally for Northern Virginia and the metro area, including transportation elements of the Department of Community Planning, Housing and Development-led area plans.
- Develop and track Arlington's ten-year transportation capital program, focusing on the Transportation Capital Fund as well as federal and state sources, and ensure compatibility with state and regional programs.
- Develop and manage capital projects for Complete Streets, BikeArlington, WALKArlington, and Neighborhood Complete Streets and coordinate Arlington's input to Virginia Department of Transportation's (VDOT) capital projects.
- Provide staff support for five County transportation advisory groups: the Transportation Commission, Complete Streets Commission, Transit Advisory Committee, Bicycle Advisory Committee, and Pedestrian Advisory Committee.
- Manage and coordinate the taxicab program and ensure compliance with the Taxicab Ordinance.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Revenue decreases due to a decrease in Taxi Cab fees ($10,500) to align with actuals.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,545,300	$1,484,508	$1,527,024	3%
Non-Personnel	173,476	128,268	128,222	-
Subtotal	1,718,776	1,612,776	1,655,246	3%
Intra-County Charges	-	(15,940)	(15,940)	-
Total Expenditures	1,718,776	1,596,836	1,639,306	3%
Fees	119,550	130,000	119,500	-8%
Total Revenues	119,550	130,000	119,500	-8%
Net Tax Support	$1,599,226	$1,466,836	$1,519,806	4%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Bike and pedestrian collisions	220	161	149	148	145	140
Transportation capital projects - projects initiated	21	17	17	19	15	20
Transportation capital projects - projects ongoing	46	50	54	63	72	76
Transportation capital projects - projects completed	18	17	13	8	11	20

- Bike and pedestrian collisions were at a high in FY 2013 due to a rapid increase in the number of bicyclists in Arlington. The number of collisions went down significantly in FY 2014 and are estimated to remain lower as a result of increased signage at pedestrian crosswalks, construction of dedicated bike lanes, and increased awareness of bike and pedestrian safety.

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 and all bus shelters and stops within Arlington.
- Develop, update, and implement the County's 10-year Transit Development Plan (TDP).

Paratransit Services (STAR)

- Manage STAR (Specialized Transit for Arlington Residents), 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 Operations 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 three Metrorail and 27 Metrobus lines in which the County has a financial stake.
- Coordinate inter-jurisdictional transit services with other transit service providers in Northern Virginia including Virginia Railway Express (VRE).

Technology Projects

- Develop and deploy Advanced Public Transportation Systems (APTS) to provide customer information, monitor service performance, increase safety, and improve operations.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary bus service contractual increases ($443,028), ART route 43 ($480,476) and ART route 92 ($111,274) service enhancements, funding of Shirlington lease operating costs ($187,895) and funding of utilities, operating supplies, security and maintenance of bus wash equipment at the ART Light Maintenance facility ($157,500), an increase in rent at the transit offices on S. Eads Street and STAR offices ($22,177), and non-discretionary contractual increases for STAR services ($69,309), offset by adjustments to the annual expense for maintenance and replacement of county vehicles ($51).
- ↑ Fee revenue increases due to the enhancement of ART routes 43 and 92 ($88,762), an increase in the ART 67 business contribution ($37,500), partially offset by a decrease in the ART business contribution related to other routes ($2,984).
- ↑ Transfer from other funds increase to help offset the costs of the expansion of services ($411,179).
- ↑ Grants increase due to state aid related to the enhancement of ART routes 43 and 92 ($177,525).

TRANSIT PROGRAM

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$810,748	$1,101,937	$1,126,270	2%
Non-Personnel	14,115,921	15,780,437	17,252,045	9%
Total Expenditures	14,926,669	16,882,374	18,378,315	9%
Fees	3,645,589	4,089,474	4,212,752	3%
Grants	4,281,461	4,243,517	4,421,042	4%
Transfer From Other Funds	578,702	655,840	1,067,019	63%
Total Revenues	8,505,752	8,988,831	9,700,813	8%
Net Tax Support	$6,420,917	$7,893,543	$8,677,502	10%
Permanent FTEs	10.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	8.00	8.00	

PERFORMANCE MEASURES

ART

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual passengers trips served in Arlington: Arlington Transit (ART)	2,644,933	2,837,023	2,821,980	3,111,575	3,324,800	3,550,500
Annual passengers trips served in Arlington: Total (all services)	76,576,907	74,003,295	74,135,504	68,603,409	64,557,974	66,518,149

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual passengers trips served in Arlington: Metrobus	14,848,036	14,317,320	14,274,548	13,431,125	12,638,700	12,934,173
Annual passengers trips served in Arlington: Metrorail	57,881,436	55,864,897	56,191,205	51,136,200	47,658,938	49,088,706
Annual passengers trips served in Arlington: Virginia Railway Express	1,102,076	965,196	829,137	821,016	831,936	841,170
ART On-Time Performance	94.30%	97.25%	98.90%	96.00%	95.00%	95.00%
ART passenger trips/hour	24.67	25.95	18.13	21.20	19.30	20.50
ART percent cost-recovery	29.54%	30.08%	30.07%	29.00%	30.00%	30.00%

- Annual passenger trips served in Arlington, Metrorail and Metrobus ridership are impacted by inclement weather days, a full-day system shutdown, and SafeTrack activities beginning in FY 2016.

Paratransit

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
STAR passengers per revenue hour	2.09	2.30	2.60	2.16	2.20	2.50

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
ADA-certified residents	1,322	1,538	1,629	1,711	1,827	1,851
Annual passenger trips served in Arlington: MetroAccess	19,969	18,859	18,634	17,076	16,400	14,700
Annual passengers trips served in Arlington: STAR	80,457	88,458	85,429	86,417	87,200	88,900

- The passengers per revenue hour productivity statistic will improve as more clients who use STAR to commute to work set consistent pick-up times that can be grouped, which is being monitored closely.
- Other MetroAccess and STAR rides have been diverted through the transit-travel-training provided by WMATA and the ENDependence Center of Northern Virginia to fixed route transportation (ART, Metrorail and Metrobus). Residents certified to ride MetroAccess (and STAR) ride ART, Metrorail, and Metrobus free. Since July 2010, when ART began allowing MetroAccess and STAR users to ride free, ridership on ART by wheelchair users has tripled.

Transit Bus Stop Projects

Transit Bus Stop Projects Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
ADA-access improvements	11	20	23	41	40	45
New amenities added (benches/trash receptacles)	3/0	5/3	3/6	7/8	10/5	10/5
New and replacement shelters (with benches)	7	14	16	12	15	15

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; civil site design plans; right-of-way use permits; and building, site grading, plumbing, and demolition plans.
- Enforce various County codes that include Street and Development Construction, Subdivisions, Floodplain Management, Erosion and Sediment Control, Stormwater Detention, and the Chesapeake Bay Preservation Ordinance in conformance with review and approval timeframes mandated by the State Code.
- Review and issue a variety of permits regulating water and sanitary sewer connections, land disturbance activities, construction in public rights-of-way, and traffic management on development projects.
- 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases ($3,150) and adjustments to the annual expense for maintenance and replacement of County vehicles ($13,343).
- ↑ Fee revenue increases due to anticipated revenue from engineering plan reviews ($50,000), Chesapeake Bay fees ($70,000), bond processing fees ($12,750), and site plan approvals ($20,000), offset by a decrease in survey and stormwater fee revenue ($21,876).

DEVELOPMENT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,943,183	$2,955,462	$3,082,689	4%
Non-Personnel	262,353	301,459	317,952	5%
Total Expenditures	3,205,536	3,256,921	3,400,641	4%
Fees	1,982,351	1,333,126	1,464,000	10%
Total Revenues	1,982,351	1,333,126	1,464,000	10%
Net Tax Support	$1,223,185	$1,923,795	$1,936,641	1%
Permanent FTEs	30.00	30.00	30.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	30.00	30.00	30.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Land Disturbance permits issued	323	347	309	376	400	420
Public right-of-way permits issued	1,412	1,383	1,398	1,501	1,576	1,654
Transportation right-of-way permits issued	3,589	3,771	3,827	4,316	4,532	4,758

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Building, plumbing, and demolition permits reviewed	7,150	7,583	7,382	8,017	8,400	8,800

- Increases in FY 2017 and FY 2018 are based on an estimated overall increase in construction activity throughout the County.

COMMUTER SERVICES PROGRAM

PROGRAM MISSION

Provide Arlington residents, employees, businesses, and visitors with transportation options, information, and services to support a vibrant and livable community.

- Operate four Commuter Store® retail locations at Ballston, Rosslyn, Crystal City, and Shirlington and three Mobile Commuter Stores that sell transit fare media and Capital Bikeshare memberships, offer travel advice, maps, timetables, ride-matching services, and information about bicycling.
- Support the business community through a business-to-business sales organization called Arlington Transportation Partners (ATP). ATP works directly with employers, residential property managers, developers, schools, and hotels to implement commuter benefit programs and customized traveler information that promotes transportation options to employees, building tenants, residents, and visitors. ATP also works directly with developers, in conjunction with the Arlington County Commuter Services (ACCS) Site Plan team, to make it easy to implement the Transportation Demand Management (TDM) site plan requirements.
- Manage the Commuter Information Center (CIC) operation of the 703.228.RIDE call center, email inquiries for ART and Commuter Stores®, and fulfillment of Commuter-Direct.com® fare media sales.
- Market ART and Metrobus routes, iRide (student transit), Arlington's 'Car-Free Diet', Spanish language, and diversity campaigns.
- Operate a distribution center that mails and delivers brochures and timetables to individuals, ATP corporate clients, and internal customers and provides maps and schedules at all 500+ ART bus stops.
- Maintain a family of internet sites and social media 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.
- Provide multi-modal trip planning services through CarFree AtoZ and real time departure and arrival information for all transportation options through CarFree Near Me websites. Maintain information displays of real time information for multi-modal services at various locations throughout Arlington including bus stops, office buildings, and apartment/condo complexes.
- Promote transportation options with education and outreach services such as Arlington's Car-Free Diet (CFD), Bike Arlington, and Walk Arlington through events, seminars, instructional classes, retail partners, street team outreach, and videos. These efforts are coordinated with other DES and County programs.
- Promote safety through the Share Our Streets – Be a PAL (Predictable, Alert, Lawful) campaign conducted by Bike and Walk Arlington and Arlington's Car-Free Diet.
- Market, plan, and manage the operations of Arlington's Capital Bikeshare (CaBi) program and coordinate with regional partners in the District, Alexandria, Fairfax County, and Montgomery County.
- Develop transportation demand management (TDM) measures for the site plan development process and facilitate and enforce implementation.
- Conduct customer service and TDM/transportation impacts research through ACCS' Mobility Lab. This research and development lab collaborates with other researchers and practitioners to provide innovative, creative, and often tech-based solutions to transportation issues.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in programs funded by grants ($579,063).
- ↑ Grant increases due to grant awards related to Congestion Mitigation and Air Quality (CMAQ) funds ($579,063).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$243,979	$519,959	$536,602	3%
Non-Personnel	8,539,039	7,822,543	8,401,606	7%
Total Expenditures	8,783,018	8,342,502	8,938,208	7%
Fees	2,464,516	2,455,000	2,455,000	-
Grants	6,100,804	5,483,172	6,062,235	11%
Total Revenues	8,565,320	7,938,172	8,517,235	7%
Net Tax Support	$217,698	$404,330	$420,973	4%
Permanent FTEs	3.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	4.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Arlington Transit Partners (ATP) "employer services" members	692	676	737	812	870	910
Average daily single occupancy vehicle (SOV) trips eliminated	41,100	41,142	42,891	43,889	44,000	45,000
Capital Bikeshare (CaBi) trips originating in Arlington	155,332	191,961	231,387	263,111	289,000	318,000
Commuter stores customers (annual)	167,000	164,430	212,821	337,644	360,000	360,000
CommuterPage.com® site visits	1,765,798	1,848,633	1,929,686	2,243,670	2,308,000	2,375,000
Daily reduction of carbon dioxide (CO2) emissions (in tons)	682,267	710,000	741,900	744,000	754,000	764,000
Daily vehicles miles eliminated	727,933	755,703	782,400	813,925	825,000	825,000
Members providing transit benefit	437	434	434	440	450	460

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
ATP member employees	137,454	137,000	145,745	148,441	152,000	154,500
ATP residential members	325	310	315	319	325	335
ATP residential units	68,261	66,187	66,931	68,244	68,250	70,350
Capital Bikeshare (CaBi) bicycles	375	493	598	640	716	776
Capital Bikeshare (CaBi) stations	54	70	81	85	93	109
Car-Free Diet pledges	8,645	11,585	8,065	9,500	9,750	9,950
Car-Free Diet retail partners	336	384	416	442	455	475
Commuter information center calls (annual)	213,244	115,000	88,067	132,019	76,000	76,000
Distribution of brochures (annual)	485,000	496,000	411,421	454,800	450,000	441,000
Percent of fare media sales on internet - CommuterDirect.com	87%	89%	89%	89%	90%	91%

- Arlington Transit Partners (ATP) “employer services” members are companies in Arlington that provide Transportation Demand Management (TDM) or Commuter Benefits programs to their employees.
- ATP member employees is the number of employees working at the ATP Member Companies.
- ATP residential members is the number of apartment and condominium complex managers participating in the program and ATP residential units is the number of units in those complexes.
- 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.
- The spike in Commuter information center calls in FY 2016 is due to the Federal transit benefit increasing from $125/month to $255/month in January of 2016, resulting in a higher number of customers calling to update their accounts.
- Distribution of brochures refers to the number of brochures and timetables delivered to corporate or retail clients and individuals from the ACCS Distribution and Logistics Warehouse from bulk and individual orders from the Internet. It includes the number of brochures taken out of Commuter Stores (about 1/3 of that number). It does not include direct mail pieces delivered by the ACCS Marketing Section or regular mailings to ATP clients.

TRANSPORTATION ENGINEERING AND OPERATIONS

PROGRAM MISSION

To plan, design, and operate transportation engineering aspects of streets along with their networks and relationships with other 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 ordinances, and recommend work zone safety controls.
- Manage databases related to work order processing, traffic collisions, and data processing.
- Coordinate the installation of traffic signs and pavement markings by County staff and contractors.

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.

Transportation System Management and Design Program

- Evaluate and recommend intersection improvements, corridor studies for multi-modal improvements, spot safety studies for operational improvements, school flasher design, and street light coordination and design.
- Ensure all projects within the County incorporate 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.

Street Lights

- Install, maintain, and repair approximately 7,000 County-owned street lights. Track the operation of over 12,000 Dominion Virginia Power street lights including reporting outages and processing invoices for energy usage.

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.

Off-street Parking Management

- Manage the operations and maintenance of the Arlington Mill Community Center garage, Barcroft Parking garage, and other parking facilities managed by Arlington County.

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 and electronic traffic control equipment.
- Manage and operate the computerized traffic signal control system that provides centralized control for 294 signalized intersections in the County.

Pavement Markings

- Design and maintain pavement markings to ensure delineation and alignment for safer mobility of pedestrians, bicycles, and vehicles.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases primarily due to the addition of a position to manage the overall Streetlight Program, Design Engineer, Senior Trades Worker, and two Streetlight Technicians ($564,771, 5.0 FTEs), as well as the internal transfer of a part-time position from Environmental Management Programs ($74,963, 0.5 FTE), employee salary increases, an increase in the County's cost for health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to the additional funding provided to the Street Light program for expenses related to the five new FTEs ($51,637), one-time money for equipment and vehicles ($180,000), and consultant funds for a trail light assessment ($80,000). Additional non-personnel increases include non-discretionary contractual increases ($111,520), adjustments to the annual expense for maintenance and replacement of County vehicles ($18,608), and fuel increases associated with the two new vehicles ($6,500).

↑ Fee revenue increases due to right-of-way revenue ($25,000), Arlington Mill Community Center parking garage revenue ($13,000), tour bus parking ($5,000), and parking meter revenue ($410,000), partially offset by the cost of credit card transaction fees ($75,000).

TRANSPORTATION ENGINEERING AND OPERATIONS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,180,999	$5,658,865	$6,549,155	16%
Non-Personnel	5,158,514	5,019,949	5,468,214	9%
Total Expenditures	10,339,513	10,678,814	12,017,369	13%
Fees	9,568,141	9,780,000	10,158,000	4%
Grants	756,484	750,815	750,815	-
Total Revenues	10,324,625	10,530,815	10,908,815	4%
Net Tax Support	$14,888	$147,999	$1,108,554	649%
Permanent FTEs	55.50	56.00	61.50	
Temporary FTEs	0.10	0.10	0.10	
Total Authorized FTEs	55.60	56.10	61.60	

PERFORMANCE MEASURES

Residential Permit Parking

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average processing time for new block/extended hours (weeks)	13	14	14	16	16	16
Number of households receiving permits and passes in the residential permit parking program (RPPP)	9,006	8,950	8,817	9,060	11,000	12,000
Number of petitions received for new blocks and extended hours	12	15	8	32	32	25

- Residents submit a petition to request permit parking on their block and to extend current permit parking restrictions.
- The number of households receiving permits and passes in the RPPP is projected to increase due to expansion of current zones and an increase in petition requests for new blocks.
- A new petition process was completed in FY 2016, which allows up to 120 new households in the program.

Transportation System Management and Design Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Safety modifications	48	55	30	35	42	55
Safety Studies	N/A	N/A	N/A	106	122	125

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Permanent Count stations	20	30	24	40	10	10
Traffic counts - total	142	123	165	330	245	250

- 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 safety and access for all users.
- Safety studies include all way stop, corridor, intersection, and pedestrian evaluations. 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 studies are evaluations to justify the installation of Rectangular Rapid Flashing Beacons (RRFBs), HAWK Signals, pedestrian-activated warning devices, signage, markings, or other innovative measure to improve safety and access. Increase in safety studies is projected due to an increase in requests. Additionally, staffing resources have increased, so it is anticipated that more requests will be studied in FY 2017.
- Permanent Count Stations are done in phases. The increase in FY 2016 is part of remaining count stations from the initial phase. Additional installations will continue on a case-by-case basis, which is reflected in the decrease in FY 2017 and FY 2018.

Street Lights Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average response time (days) for County streetlights - major (underground) repairs	N/A	N/A	N/A	N/A	120	30
Average response time (days) for County streetlights - minor repairs	N/A	N/A	N/A	N/A	30	3
County owned streetlights	N/A	N/A	N/A	7,350	7,600	7,850

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Dominion Virginia Power (DVP) owned streetlights	11,640	11,600	11,800	11,300	11,200	11,000
Trouble calls received for County Streetlights	N/A	N/A	N/A	1,956	1,600	1,400
Trouble calls received for DVP Streetlights	N/A	N/A	N/A	2,305	2,700	3,200

- New measures were added for tracking trouble calls for County and DVP streetlights. FY 2017 shows the current response time for County Streetlight repairs based on available resources. The FY 2018 decrease in response time for major and minor repairs (County owned) is based on the addition of 5 FTEs to the Streetlight program.
- The County streetlights count is based on the County's asset management information.
- Street and trail light estimates are adjusted based on Dominion Virginia Power audit of their street and trail light count within Arlington County.
- New measures were added for tracking trouble calls by the ownership of the streetlights. In FY 2017, the decrease in trouble calls for the County lights is due to proactive maintenance of County LED streetlights where the system automatically notifies responders of streetlight outages and the reduction in maintenance of streetlights due to LED conversion.
- In FY 2017, increases in DVP's trouble calls is due to proactive field assessment done by County staff. A further increase in DVP's trouble calls in FY 2018 is due to a projected yearly field assessment to be done by additional FTE's.

On-Street Parking Management

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Metered parking spaces	5,258	5,467	5,534	5,572	5,600	5,620

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Meter revenue ($000)	$7,713	$7,348	$7,507	$8,427	$8,690	$9,105
Meters failed per month	429	369	230	228	220	215
Percent of meters put back in service within 24 hours	99%	99%	99%	99%	99%	99%
Revenue per metered space	$1,467	$1,344	$1,345	$1,484	$1,530	$1,603

- Meter revenue includes coin collection from all meter and credit card revenue from multi-space meters.

Traffic Signs Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Signs maintained	8,808	8,900	5,670	3,336	3,500	3,800

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
New installation of overhead street name blades and regular signs	39	40	13	10	12	16
Percent of emergency signs repaired within 24 hours - Stop, Yield, and Do No Enter	92%	92%	95%	98%	99%	100%
Signs fabricated	2,790	3,000	3,621	2,448	3,400	3,400
Signs in inventory (added & removed)	113,349	113,440	114,439	117,760	119,994	123,798
Temporary signs installed	12,171	12,000	15,670	24,291	25,000	25,200

- Signs maintained indicates the number of signs that were replaced, repaired, removed, or relocated. Starting in FY 2016, the number of signs maintained decreased due to staffing and installation of street name blades for the new hardware that requires additional labor hours to assemble signs prior to installation.
- Existing overhead mast arms at signalized intersections that never had street name blades are on hold due to staffing. New overhead and regulatory sign installations decreased in FY 2016 due to an additional safety mechanism and hardware that is required to install overhead signs, which requires additional labor.
- Staff has re-established this performance measure to concur with recognized DES/TE&O guidance protocol. Emergency Sign installation will derive from: TE&O, DES Call Center, and the Emergency Call Center (ECC).
- Sign fabrication in FY 2016 decreased due to a significant decrease in the volume of work orders submitted by Courthouse staff and other County agencies.
- The increase in temporary signs in FY 2016 was due to an increase in Special Events year round.

Traffic Signals Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
New traffic signals installed	5	6	6	1	2	2
Signals rebuilt/upgraded	7	23	11	5	14	15

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Closed Circuit Television (CCTV) Installed	N/A	25	23	8	70	15
Signals optimized	95	78	36	23	75	95
Traffic signals in service	294	299	294	295	296	297
Trouble calls received/addressed	2,100	2,000	2,200	2,150	2,000	1,950

- For signals rebuilt/upgraded, the increase in FY 2014 is due to an increased amount of capital and State funding available for signal upgrades, which included the Crystal City conversion signals and additional signal rebuilds as a result of various site plans. New traffic signals installed for "Signals rebuilt/upgraded," which included the Crystal City conversion signals and additional signal rebuilds as a result of various site plans. The FY 2016 decrease is due to completions of several large projects including the transitway and developer's projects in FY 2015. The increase in FY 2017 and FY 2018 is due to the anticipated construction of several capital projects including the Lee Highway Esplanade Project which will rebuild several signals in Rosslyn.
- CCTVs are used to monitor traffic conditions and facilitate incident responses. The lower number in FY 2016 represents a few new cameras installed as part of the transitway and other spot installations. The large predicted increase in FY 2017 and FY 2018 will be due to the completion of the Phase III Fiber Project.
- Signal optimization is done on a recurring basis with either capital or state funding. In FY 2015, 36 signals were optimized and others were optimized due to changes in traffic patterns (both temporary and permanent). Multiple corridors are expected to be optimized during FY 2017 and FY 2018.

Pavement Marking Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Maintenance of lines (linear feet)	67,000	57,950	69,682	58,215	70,000	70,000
New lines (linear feet)	148,000	69,587	272,651	231,590	232,000	235,000

- The significant increase in new lines in FY 2015 is due to Road Diet projects which include new dedicated bike lanes and/or buffered bike lanes and two-way left turn lanes. These treatments require more material which results in an increase in the linear footage of new markings.

CAPITAL ASSETS SUPPORT

PROGRAM MISSION

To manage the County's 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.
- Administer the capital project database (CAP Track).
- Prioritize and prepare budget plans for capital needs funded through annual Pay-As-You-Go (PAYG) allocations.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to staff turnover, offset by employee salary increases, increases in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$477,258	$448,116	$433,335	-3%
Non-Personnel	636	12,574	12,574	-
Total Expenditures	477,894	460,690	445,909	-3%
Total Revenues	-	-	-	-
Net Tax Support	$477,894	$460,690	$445,909	-3%
Permanent FTEs	4.00	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	3.00	3.00	

ENGINEERING BUREAU

PROGRAM MISSION

To design, build, and maintain capital infrastructure projects.

- Provide professional and technical expertise to prepare preliminary engineering analyses and final designs for County transportation, street improvement, facility, and utility system projects.
- Conduct field surveys and produce base sheets providing topographic information essential for the preparation of plans and designs for construction of public improvement projects; prepare necessary plats for property acquisitions; review submitted plats for encroachments, vacations, and easements; and serve as the County's expert in land disputes.
- Oversee and manage the construction of capital infrastructure projects.
- Inspect and maintain more than 50 vehicular and pedestrian bridges in the County.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($3,579).
- ↓ Intra-County Charges decrease due to the allocation of costs for reimbursable services to the Utility Fund ($12,007).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,618,682	$2,884,012	$2,959,152	3%
Non-Personnel	615,242	451,131	447,552	-1%
Subtotal	3,233,924	3,335,143	3,406,704	2%
Intra-County Charges	(62,395)	(107,019)	(95,012)	-11%
Total Expenditures	3,171,529	3,228,124	3,311,692	3%
Total Revenues	400	-	-	-
Net Tax Support	$3,171,129	$3,228,124	$3,311,692	3%
Permanent FTEs	53.00	51.00	51.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	53.30	51.30	51.30	

ENGINEERING BUREAU

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Costs Value of projects built	N/A	N/A	$11.5 M	$11.5 M	$14.0 M	$16.0 M
Costs Value of projects designed	N/A	N/A	$10.0 M	$11.0 M	$17.5 M	$20.0 M

- The number of projects designed and built each year depends on the size and complexity of each project; therefore, the future performance measure will be 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.

FACILITIES DESIGN AND CONSTRUCTION

PROGRAM MISSION

To plan, design, and manage the construction and renovation of County facilities. The program has expanded this year to include the management of major new transit facilities and infrastructure improvement projects that support bus and rail. Projects include new surface transit improvements such as the Crystal City Potomac Yard Transitway and transit initiatives for Columbia Pike.

- Establish programs, goals, and budgets for new construction or renovation of County facilities in conjunction with County departments and other County line functions requiring facility improvements.
- 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 and storage spaces.
- Conduct assessments of County facility utilization and develop short and long-term recommendations for optimal use of present and planned County facilities.
- Develop short and long-term capital needs assessments for Capital Improvement Program planning, recommendations for Pay-As-You-Go (PAYG) allocations, and bond funding needs.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to staff turnover, offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,148,640	$986,851	$951,793	-4%
Non-Personnel	183,572	152,922	152,922	-
Total Expenditures	1,332,212	1,139,773	1,104,715	-3%
Total Revenues	-	-	-	-
Net Tax Support	$1,332,212	$1,139,773	$1,104,715	-3%
Permanent FTEs	8.50	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.50	9.00	9.00	

FACILITIES DESIGN AND CONSTRUCTION

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Capital project expenditures ($000's)	$25,000	$33,000	$38,000	$12,000	$19,000	$40,000
Capital projects in design and construction	20	15	21	16	15	15

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Interior expenditures ($000's)	$1,690	$796	$783	$1,120	$1,200	$1,300
Interior renovation/repair activities	446	504	550	664	525	670

- Interior renovation/repair activities have been restated from prior years' measures to show furnishings, relocations/repairs, interiors furnishing, and interior refresh activities for individual facilities included in capital projects.

REAL ESTATE BUREAU

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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases primarily due to the transfer of a Real Estate Specialist to the Office of the Director ($132,564, 1.0 FTE), offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Revenue increases due to an increase in the value of leases currently under agreement with the County and the addition of revenue from leases at 2020 N. 14th Street ($501,297).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,047,678	$1,163,609	$1,096,486	-6%
Non-Personnel	67,138	67,807	67,779	-
Total Expenditures	1,114,816	1,231,416	1,164,265	-5%
Total Revenues	1,219,831	351,109	852,406	143%
Net Tax Support	($105,015)	$880,307	$311,859	-65%
Permanent FTEs	10.00	10.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	10.00	9.00	

REAL ESTATE BUREAU

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Encroachments/vacations	16	16	22	15	17	17
Number of leases approved	6	19	19	14	16	16
Number of properties acquired	0	10	4	4	4	4
Other real estate agreements completed	8	10	11	15	21	18
Right of way agreements acquired	137	104	72	94	110	110

FACILITIES MANAGEMENT SERVICES

PROGRAM MISSION

To manage, maintain, and support the County's facilities and motor pool and to provide various internal support functions for the general operation of the County government.

Facilities Maintenance

- Provide 24/7 maintenance and repair services to over 80 County facilities to ensure that they are safe, functional, clean, comfortable, and energy efficient.
- Provide contract and construction management services for the Facilities Management Bureau and Fresh AIRE capital projects, equipment repair and replacement projects, and design/construction and mechanical, electrical, and plumbing review.
- Provide contract services for security contracts, monitoring of facility security 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, 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 Courthouse Plaza.

Custodial Services

- Provide comprehensive janitorial cleaning services to over 80 County facilities with in-house and contracted staff to 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 Courthouse Plaza.

Warehouse and Motor Pool

- Provide and manage supply needs for Facilities Maintenance, Custodial Services, and Print Shop.
- Maintain the electronic security system in Courthouse Plaza and Court Square West.
- Manage the employee parking program for the Justice Center, Courthouse Plaza, and Court Square West.
- Provide and manage a fleet of County vehicles that are not assigned to specific programs and are available for County staff on a short-term, as-needed basis.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary contractual increases ($250,378), added funding for preventive and corrective maintenance at the County radio sites, half funded through internal reallocations within DES ($95,517), funding for maintenance of the new ART Light Maintenance Facility ($106,558), and cleaning and maintenance of the facility located at 2020 14th Street North ($343,312), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($7,720).
- ↓ Revenue decreases due to the transfer of revenue from vending machines to DPR ($980). 2020 14th Street N. lease revenue is included in the Real Estate Bureau revenue budget.

FACILITIES MANAGEMENT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,971,299	$5,867,402	$6,141,894	5%
Non-Personnel	10,297,833	9,938,558	10,726,603	8%
Subtotal	15,269,132	15,805,960	16,868,497	7%
Intra-County Charges	(101,645)	-	-	-
Total Expenditures	15,167,487	15,805,960	16,868,497	7%
Fees	104,544	95,980	95,000	-1%
Total Revenues	104,544	95,980	95,000	-1%
Net Tax Support	$15,062,943	$15,709,980	$16,773,497	7%
Permanent FTEs	60.00	60.00	60.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	60.00	60.00	60.00	

PERFORMANCE MEASURES

Facilities Maintenance

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of contractual corrective maintenance work orders completed	96%	96%	95%	89%	91%	93%
Percent of contractual preventive maintenance work order generated by CMMS (MP2) completed	90%	89%	90%	100%	97%	95%
Percent of in-house corrective maintenance work orders completed	97%	96%	97%	90%	92%	93%
Percent of in-house preventive maintenance work order generated by CMMS (MP2) completed	27%	27%	26%	21%	22%	24%

FACILITIES MANAGEMENT SERVICES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Contractual corrective maintenance work orders completed	2,593	2,481	2,507	2,364	2,411	2,459
Contractual corrective maintenance work orders requested	2,631	2,572	2,650	2,665	2,718	2,772
Contractual preventive maintenance work orders generated by CMMS (MP2)	3,278	3,309	3,314	3,656	3,565	3,473
Contractual preventive maintenance work orders generated by CMMS (MP2) completed	2,948	2,960	2,972	3,649	3,558	3,467
In-house corrective maintenance work orders completed	5,112	5,127	5,162	5,245	5,324	5,400
In-house corrective maintenance work orders requested	5,294	5,339	5,362	5,823	5,910	5,998
In-house preventive maintenance work orders completed	6,266	6,883	6,478	5,533	5,616	5,699
In-house scheduled preventive maintenance work orders	21,810	25,662	24,643	26,455	26,852	27,249
Percent of positive customer service survey results	98%	98%	98%	98%	98%	98%

Custodial Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of inspections in compliance with standards	95.5%	94%	95.5%	96%	96%	96%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Inspections completed per year	220	216	220	219	220	222
Work orders processed per year	158	151	155	157	160	165

ENVIRONMENTAL MANAGEMENT PROGRAMS

PROGRAM MISSION

To protect and enhance the environment by providing policy direction, planning services, technical resources, and administrative and organizational support.

- Administer the County's Municipal Separate Storm Sewer System (MS4) Permit required under State and federal regulatory programs and implement the County's Stormwater Infrastructure and Watershed Management Programs.
- Implement a variety of public education and outreach campaigns to engage the public in efforts to protect and improve the health of local streams and the Chesapeake Bay; to enhance energy efficiency and reduce carbon emissions; and to ensure that the public understands and participates in efforts to make Arlington a sustainable community.
- Provide a range of sustainability and green building services through the Arlington Initiative to Rethink Energy (AIRE), including technical review of building proposals to encourage the design and construction of energy efficient and environmentally sustainable public and private facilities in Arlington County.
- Provide environmental and organizational leadership and administrative support for the AIRE Program and the Stormwater Management Program. Both programs are funded through dedicated tax revenues and have separate budget descriptions for each program in the proposed budget (see lines of business titled "Arlington Initiative to Rethink Energy (AIRE)" in the General Fund and "Stormwater Management Fund" in the Other Funds section).

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer of a part-time Environmental Management Specialist, Associate ($74,407, 0.5 FTE) to Transportation Engineering & Operations, offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$280,879	$302,120	$239,416	-21%
Non-Personnel	18,394	19,763	19,763	-
Total Expenditures	299,273	321,883	259,179	-19%
Total Revenues	-	-	-	-
Net Tax Support	$299,273	$321,883	$259,179	-19%
Permanent FTEs	2.50	2.50	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.50	2.50	2.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cumulative number of acres treated by public retrofit projects	9.0	12.2	13.1	13.1	16.1	24.1
Number of illicit discharge investigations completed	76	94	104	115	105	105
Number of new water quality facilities constructed to meet stormwater ordinance requirements	202	435	424	607	500	500
Number of public outreach events/ estimated number of participants	31/ 3,425	17/ 4,061	46/ 4,512	46/ 4,693	40/ 4,000	40/ 4,000
Number of private water quality facilities inspected	230	344	661	1,077	1,500	2,000
Linear feet of large diameter storm sewers constructed	430	0	0	0	2,026	0
Major storm sewer network capital repair projects	0	0	0	1	1	1
Change in greenhouse gas emissions from the community (in tons of CO2-equivalent) from prior year	-10,000	-15,000	- 3,814	-46,033	- 20,000	-25,000
Change in greenhouse gas emissions from County operations (in tons of CO2-equivalent) from prior year	-1,000	-455	- 152	- 4,099	- 1,000	-1,000
Change in energy consumption in County facilities from prior year	-1%	-1%	+1%	-5%	-2%	-2%

- With projects and programs implemented to date, Arlington County has already met the 5% Bay TMDL pollution reduction requirement for this permit cycle. The pollutant reductions achieved so far are: nitrogen—6.1%; phosphorus—17.6%; and sediment—14.1%. It is important to exceed the 5% requirement during this permit cycle to stay on pace to meet the full requirement in three permit cycles—rather than following the progressively steep implementation curve (5%, 35%, 60%). It should also be noted that the EPA will be evaluating overall Bay restoration progress in 2017, and it is anticipated that there may be changes to the pollutant reduction requirements for local governments across Virginia and the Bay watershed. More reductions may be required.
- The number of reported illicit discharge incidents increased beginning in FY 2014. With greater community awareness and more stringent inspection requirements under Arlington's MS4 permit, it is expected that this workload will continue to remain high but return to normal levels in FY 2017 and FY 2018.
- New stormwater management regulations for development (required by State Law) that took effect in FY 2015, along with the increased inspection requirements in the County's new MS4 permit, have resulted in a substantial increase in the number of stormwater management facilities and associated inspection requirements.
- Change in greenhouse gas emissions from the community are based on data from local energy utilities and reflect local economic activity, weather, and the results of the AIRE program partnering with businesses and residents on a variety of clean energy programs.

- Change in greenhouse gas emissions in tons of CO_2 for County operations reflects the impact of energy efficiency projects, green power purchases, and changing fuel mixes in the County as the County strives to reduce Arlington County government services GHG emissions by 25 percent in 2020, from a 2007 baseline.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Catch basins cleaned	796	2,885	2,938	1,200	500	500
Linear feet of storm sewers inspected	116,770	7,910	99,411	57,057	130,500	130,500
Lane miles swept/tons collected	8,536/ 1,887	9,662/ 2,646	11,210/ 2,347	11,404/ 1,891	9,000/ 1,500	9,000/ 1,500
Number of stormwater training events/employees participating	33/ 780	15/ 984	20/ 788	18/ 1,273	20/ 800	20/ 800
Number of StormwaterWise retrofit projects on private property*	43	44	0	39	40	40
Linear feet of small storm sewer installed to address local drainage issues	N/A	N/A	640	2,176	1,500	1,500
Linear feet of corrugated metal pipe replaced with reinforced concrete pipe	N/A	N/A	1,900	0	1,500	1,500
Letters of Map Revision submitted to FEMA	N/A	N/A	2	1	2	2

**Note that StormwaterWise program year runs from January 1 to June 30 of the following year.*

- 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. These figures also reflect the relative priority of inspection versus cleaning activities, as this impacts the workload and availability of the crews.
- The linear feet of storm sewers inspected was very low in FY 2014 because the first few months of FY 2014 were dedicated to catch basin inspections and cleaning. More time was dedicated toward storm sewer inspection in FY 2015.
- The spike in linear feet of large diameter storm sewers constructed in FY 2017 are due to the storm sewer upgrades at West Little Pimmit Run and North Rockingham Street.
- The spike in linear feet of small storm sewer installed to address local drainage issues in FY 2016 include improvements to 6^{th} Street South and Monroe Street and several other local drainage issues that were identified and resolved.
- The StormwaterWise program was temporarily suspended in FY 2015 in response to a ruling by the IRS that such incentive payments to homeowners are now considered taxable income. This required a redesign of the program to ensure appropriate administrative mechanisms were in place to issue the required tax forms to homeowners through the County's non-profit partner for this program, Arlingtonians for a Clean Environment. The program resumed in FY 2016.

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

PROGRAM MISSION

The Arlington Initiative to Rethink Energy (AIRE) helps our community make smart decisions about energy and supports individual actions that improve and sustain Arlington's quality of life. We are committed to energy practices that will make Arlington County a more prosperous, healthful, safe, and secure place to live, work, and play. To achieve this objective, we will:

- Reduce greenhouse gases (GHG) in Arlington County from County operations and across the community as a whole.
- Improve local energy reliability and energy affordability through energy efficiency, renewable energy, and other new technologies.
- Provide green building 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.
- Provide creative public education events and resources to residents and businesses to encourage energy efficiency, energy security, cost savings, and greenhouse gas reduction.

ACCOMPLISHMENTS

- Energy efficiency upgrades in several County facilities contributed to a two percent improvement in aggregate building energy performance during FY 2016. Notable improvements were seen at the Ballston Garage due to a major lighting retrofit project, with incremental improvements across many other facilities. This progress helps the County meet its Better Buildings Challenge goal of a 20 percent improvement in energy usage per square foot by 2020.
- The second annual Arlington solar co-op provided Arlington residents an opportunity to purchase solar photovoltaics at a 30 percent discount through bulk purchasing. Over 250 homeowners signed up to have their roofs evaluated, resulting in the purchase of 50 solar photovoltaic systems totaling over 200 kW of energy generating capacity. The co-op was organized by Virginia Sun and promoted by the Arlington Initiative to Rethink Energy (AIRE) and Arlingtonians for a Clean Environment (ACE).
- A new residential energy rebate program was launched in July 2016. In the first five months of the program, over 120 rebates have been made that will reduce residential energy use in participating households by about seven percent on average. In addition, thousands of residents were engaged in energy education through dozens of outreach events and activities throughout the year. AIRE's LED Lightbulb Swap campaign distributed 1,349 efficient LED lightbulbs and exchanged them for old, inefficient light bulbs at events throughout the County. The Energy Challenge campaign, advertised through print and social media, engaged over 2,400 residents who pledged to take energy efficiency actions saving an estimated $133,600 in energy costs annually.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to staff turnover, offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in consultants ($21,302), contracted services ($50,000), and operating supplies ($16,172), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($12,846) and a decrease in travel expenses ($3,032).
- ↑ Revenue increases based on current trends ($50,000).
- The AIRE program is funded through the Residential Utility Tax.

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$923,482	$1,124,218	$1,102,622	-2%
Non-Personnel	1,043,707	625,782	697,378	11%
Total Expenditures	1,967,189	1,750,000	1,800,000	3%
Fees	1,590,429	1,750,000	1,800,000	3%
Total Revenues	$1,590,429	$1,750,000	$1,800,000	3%
Net Tax Support (Utilization of Fund Balance)	$376,760	-	-	-
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Change in GHG emissions across the community (in tons of CO2) from prior year	-10,000	-15,000	-3,814	-46,033	-20,000	-25,000
Change in GHG emissions across the County operations (in tons of CO2) from prior year	-1,000	-455	-152	-4,099	-1,000	-1,000
Percent of decrease in energy consumption in County facilities from year to year	- 1%	- 1%	+1%	- 5%	-2%	- 2%

- Change in GHG emissions for the community are based on data from local energy utilities and reflect local economic activity, weather, and the results of the AIRE program partnering with businesses and residents on a variety of clean energy programs.
- Change in GHG emissions in tons of CO_2 for County operations reflects the impact of energy efficiency projects, green power purchases, and changing fuel mixes in the County as the County strives to reduce Arlington County government services GHG emissions by 25 percent in 2020, from a 2007 baseline.

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, and the Water Pollution Control Plant.

- 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, waste water, 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, 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 of the Trades Center complex's 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.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to staff turnover, offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Intra-County Charges decrease due to an adjustment in eligible reimbursable expenses for services provided within the organization ($22,142).

OPERATIONS MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$383,995	$369,374	$356,667	-3%
Non-Personnel	7,694	20,687	20,687	-
Subtotal	391,689	390,061	377,354	-3%
Intra-County Charges	(214,376)	(233,479)	(211,337)	-9%
Total Expenditures	177,313	156,582	166,017	6%
Total Revenues	-	-	-	-
Net Tax Support	$177,313	$156,582	$166,017	6%
Permanent FTEs	2.00	2.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	2.00	2.00	

SOLID WASTE BUREAU

PROGRAM MISSION

The Solid Waste Bureau's mission is to make Arlington a more attractive and sustainable place to live, work, and play for current and future generations. We will accomplish this by preserving natural resources, recovering resources, and providing community cleanliness services. The Solid Waste Bureau strives to provide cost-effective, convenient, and comprehensive solid waste services to County residents.

Customer Service

- Provide customer service support and process service requests for Solid Waste Bureau (SWB); Traffic Engineering and Operations (TE&O); Water, Sewer, and Streets Bureau; and Utility Services programs.
- Provide recorded information and request services to residents 24/7 through integrated voice response and integrated web response systems (IVR/IWR).

Residential Refuse and Recycling Collections

- Manage the collection of refuse and recycling, appliances, scrap metal, and electronics waste, using private contractors, from approximately 33,200 single-family and duplex households.

Residential Solid Waste Disposal and Recyclables Processing Contract Administration

- Perform contract management for 27,100 tons of residential garbage disposal at Covanta Arlington/Alexandria Waste-to-Energy facility.
- Provide contract management for 14,000 tons of single-stream recyclables collected from curbside, drop-off centers, and County and APS facilities.
- Administer agreement for year-round processing of approximately 3,000 tons of residential yard waste materials.

Business/Multi-family Recycling Compliance

- Administer and enforce the Refuse Code on mandatory recycling at businesses and multi-family properties.
- Promote recycling, perform inspections, and provide technical assistance to business and multi-family properties.

County Facility and Arlington Public Schools Collections

- Provide recycling and garbage collection support including contract administration, provision of collection containers, and program outreach for designated County and APS facilities.

Community Drop-Off Recycling Centers

- Provide recycling center collection and maintenance services to two area recycling centers.

Education and Outreach

- Collaborate with DES Communication staff to inform and educate program users about County waste reduction efforts and all Bureau services by means of educational materials and service guides.

Supplemental Residential Services (SWB Operations)

- Provide special collection of brush, holiday trees, auto batteries, and spring yard waste, in addition to providing mulch and dirt delivery to residential refuse collection customers.

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 for County related maintenance and construction projects, and clean usable soil products.
- Provide recycling center collection and maintenance services.

Leaf Collection

- Collect loose leaves raked to the curb.
- Provide bio-degradable bag collection weekly during the leaf season.

Street Sweeping and Litter Control

- Provide residential, commercial, and bike lane sweeping.
- Collect litter in commercial areas, in bus stops, along on-street bike routes, and along heavily traveled pedestrian routes.
- Provide bus stop and bus shelter maintenance.
- Perform graffiti removal.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, offset by the transfer of a Trades Worker IV to the Office of the Director ($90,678, 1.0 FTE).
- ↑ Non-personnel increases due Household Solid Waste contractual increases ($215,246) and an increase in operating equipment ($1,805), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($83,455).
- ↑ Revenue increases due to an increase in the Household Solid Waste Rate ($228,416) and an increase in the Waste-To-Energy rental of land ($45,170). Additional increases due to proposed fee increases for replacement of damaged refuse carts from $50 to $60 ($100); hauler permitting fee increase from $75 to $150 per collection vehicle used to transport solid waste for disposal ($21,450); and leaf and wood mulch delivery charges from $40 to $50 for a half load and $60 to $75 for a full load ($72,000). Revenue increases are offset by a decrease in revenue from white goods ($10,000) and civil penalties ($13,160).
- The Household Solid Waste Rate is proposed to increase from $307.28 to $314.16 as a result of cost increases for refuse, recycling, and yard waste collection from single family, duplexes, and townhouses, and contractual increases related to the General Fund's share of the Utility Billing System.
- The Utility Billing System, managed by the Utilities Services Office, bills for water and sewer services; refuse and recycling services provided to single family, townhouse, and duplex dwellings; and miscellaneous Solid Waste Bureau services. The Utilities Capital Projects Fund will advance the funding for the refuse and recycling share of the new system and it will be reimbursed over a period of time that will depend on the final cost of the new system. A transfer amount of $199,200 to the Utilities Capital Projects Fund is included in the non-personnel budget for FY 2018.

SOLID WASTE BUREAU

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,549,248	$4,292,279	$4,502,508	5%
Non-Personnel	8,367,499	9,962,051	10,095,647	1%
Subtotal	11,916,747	14,254,330	14,598,155	2%
Intra-County Charges	(336,536)	(330,051)	(330,051)	-
Total Expenditures	11,580,211	13,924,279	14,268,104	2%
Fees	9,506,864	10,735,757	11,079,733	3%
Grants	29,674	-	-	-
Total Revenues	9,536,538	10,735,757	11,079,733	3%
Net Tax Support	$2,043,673	$3,188,522	$3,188,371	-
Permanent FTEs	44.00	46.00	45.00	
Temporary FTEs	6.10	6.10	6.10	
Total Authorized FTEs	50.10	52.10	51.10	

PERFORMANCE MEASURES

Solid Waste Generation and Disposal (includes residential, commercial, and institutional)

Critical Measures	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimate	CY 2018 Estimate
County's overall recycling and diversion rate as confirmed by Virginia DEQ	51.1%	47.2%	44.5%	46.5%	48.5%	50.5%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Municipal Solid Waste (MSW) generation per capita	.95	.96	.90	.89	.88	.88
Total MSW Generated	201,838	205,549	196,068	196,700	199,400	202,100

- Recycling rates are submitted to the state on a calendar year basis, not a fiscal year basis.
- Overall MSW generation is expected to see limited growth due to changes in the waste stream including less paper generation (due to impact of digital media) and packaging light-weighting.
- Total MSW generated increases slightly in FY 2017 and FY 2018 due to anticipated population growth.

SOLID WASTE BUREAU

Multi-family Recycling Compliance

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Customer satisfaction with inspections and educational visits	N/A	72%	85%	99%	95%	90%
Number of recycling compliance inspections performed by Inspectors	N/A	N/A	1,424	1,683	3,500	2,000
Percent of commercial and multi-family properties with a recycling system in place	N/A	N/A	N/A	72%	75%	80%
Percent of commercial properties in full compliance	85%	98%	43%	36%	45%	55%

- New regulations for commercial and multi-family properties that went into effect on January 1, 2016 require properties to provide front of store recycling services for guests, tenants and visitors. This change also increased the number of properties subject to inspection by nearly three times. All businesses are now aware of the requirements and compliance percentages should continue to increase.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of waste recycled by Arlington Public Schools	N/A	N/A	N/A	N/A	6.0%	20.0%
Percent of waste recycled from Arlington County Agencies	N/A	N/A	N/A	N/A	31%	40%

- Scales are being added to collection vehicles in April of 2017.

Resident Services Program

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average recycling missed collections per month	50	45	39	25	50	35
Average trash missed collections per month	100	88	67	30	45	45
Curbside mixed yard waste tonnage	636	220	460	2,883	6,700	7,100
Curbside recycling tonnage	14,069	15,263	14,271	14,122	14,000	14,000
Customer satisfaction with cart services program	N/A	N/A	N/A	N/A	90%	90%
Customer satisfaction with recycling collection	95%	92%	90%	91%	92%	90%
Customer satisfaction with trash collection	93%	93%	90%	95%	92%	90%
Residential trash tonnage	35,325	34,423	33,757	31,573	28,000	27,100

SOLID WASTE BUREAU

- Curbside mixed yard waste tonnage is collected by the County Contractor and processed at the Loudoun compost yard from May through October and the Earth Products Yard from November through April.
- The established standard for customer satisfaction is 90% based on monthly customer service surveys, which ask county citizens to rate programs.

Sweeping/Litter Control Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of lane miles swept	8,536	9,662	11,211	11,404	11,584	11,584

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Bus stop damage tickets	N/A	N/A	20	33	27	24
Commercial areas and bike lanes - number of passes	16	26	26	26	26	26
Graffiti removal tickets	N/A	N/A	38	56	47	45
Residential areas - number of passes	7	7.6	7	7	7	7
Sweeper material collected (tons)	1,886	2,647	2,347	1,891	2,295	2,295

- 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 official street sweeping program occurs from March of each year and runs through October. Drivers are required to sweep 30 miles of road each day.
- Added 14.4 miles of on-street bike lanes in FY 2017 which is reflected in the annual tonnage estimates.

Earth Products Yard Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of collected leaves converted to mulch and reused	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Amount of concrete/asphalt crushed (tons)	10,831	7,453	7,271	6,171	6,965	6,965
Amount of scrap metal handled (tons)	400	497	165	212	291	291

- The amount of scrap metal handled decreased dramatically in FY 2015. Data shows approximately 68 percent of residential scrap metal set out is being picked up by others between the time the resident places the material outside and when the curbside collection service occurs the following day.

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.

Concrete Maintenance

- Address deficiencies in concrete curbs, gutters, and sidewalks in low density residential areas and in designated high-density and commercial areas.
- Repair concrete curbs, gutters, and sidewalks prior to repaving streets to prevent damage to new pavement.
- Make repairs as a result of complaints and provide out-of-cycle maintenance. Crews also supplement other maintenance and small construction needs.

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 slurry seal paving, 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. Teams and their equipment are also available for snow removal and other emergency needs.

Emergency Response

- Keep main arteries open for public transportation and emergency vehicles during snow storms and promptly treat all remaining streets as needed following storms.
- Remove debris and address stormwater issues for hurricanes and other weather related emergencies.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. A Construction Manager was added to help the execution of the County's paving program. This position is fully funded by charge-outs to other funds ($0, 1.0 FTE).
- ↑ Non-personnel increases due to non-discretionary contractual services ($128,000), operating supplies ($5,775), and adjustments to the annual expense for maintenance and replacement of County vehicles ($17,413).

WATER, SEWER, AND STREETS BUREAU

PROGRAM FINANCIAL SUMMARY

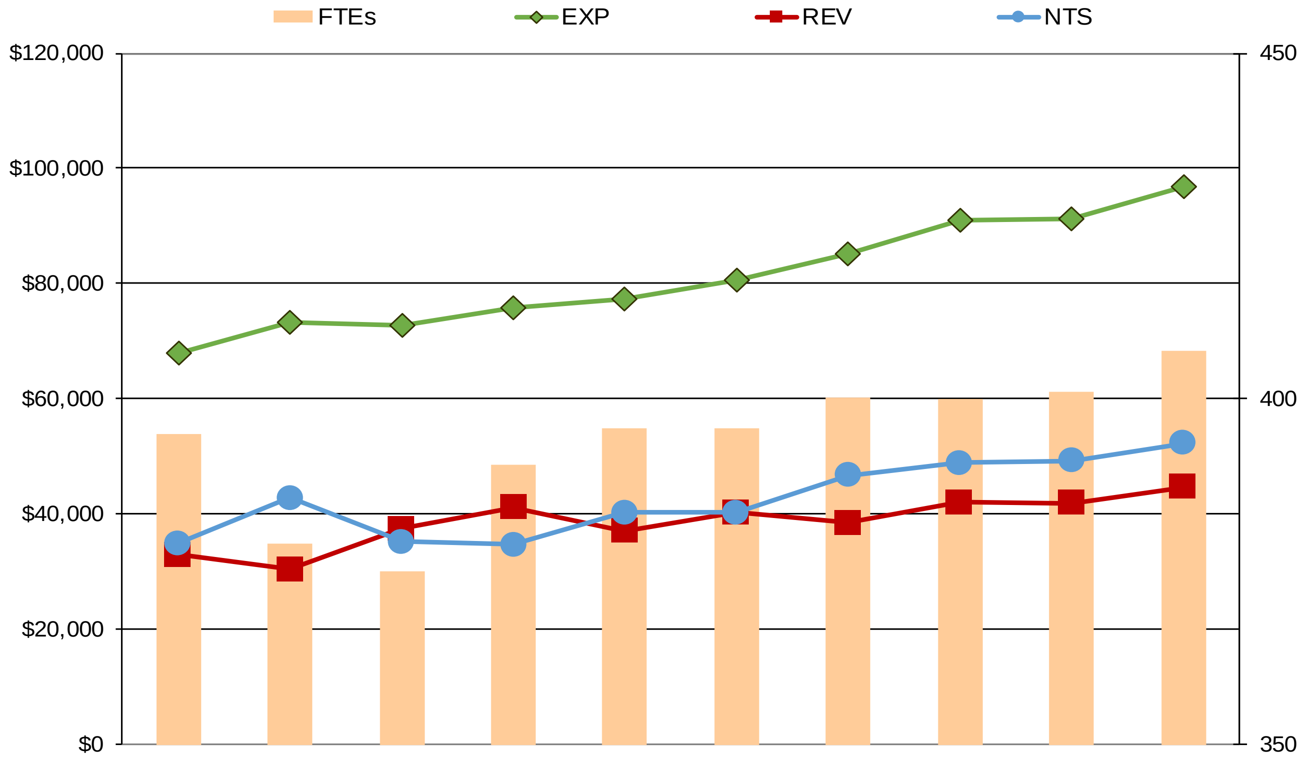
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,619,524	$4,518,032	$4,711,097	4%
Non-Personnel	8,052,973	3,619,531	3,770,719	4%
Total Expenditures	12,672,497	8,137,563	8,481,816	4%
Fees	51,293	55,000	55,000	-
Total Revenues	51,293	55,000	55,000	-
Net Tax Support	$12,621,204	$8,082,563	$8,426,816	4%
Permanent FTEs	54.00	52.00	53.00	
Temporary FTEs	1.30	1.30	1.30	
Total Authorized FTEs	55.30	53.30	54.30	

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Concrete maintenance zones serviced	2	1	2	1	2	2
Emergency operations cost per lane mile	$924	$2,650	$2,738	$6,917	$2,000	$2,000
Maintenance cost per lane mile	$1,893	$3,407	$2,039	$2,132	$2,200	$2,200
Number of Potholes Repaired	4,974	6,959	11,336	9,988	10,000	10,000
Pavement Condition Index (PCI)	N/A	N/A	66	68	70	71
Percent Lane Miles of County Streets Paved in Calendar Year	4.8%	7.7%	9.1%	9.2%	7.2%	7.4%
Snow Ops Salt Usage/Winter (Tons)	N/A	11,900	10,400	7,000	11,000	11,000

- Concrete maintenance zones reflect 20 residential and three high-density residential and commercial zones. For FY 2016, this work was completed as part of the pre-paving concrete work.
- FY 2017 and FY 2018 estimates for maintenance operations are based on all asphalt maintenance work divided by lane miles.
- Emergency operations cost is calculated by the cost of weather events (such as snow, floods, etc.) divided by the total number of lane miles in the County. The spike in FY 2016 is due to extensive operations related to the blizzard.
- Potholes Repaired fluctuates based on the number of weather events and temperature changes.
- In FY 2015, the method in which Pavement Condition Index is measured changed from visual to laser. For comparison purposes, only the PCI values measured with the laser method are displayed.
- Salt usage was added as a new measure in FY 2014. The decrease in FY 2016 is due to having fewer events requiring salt to be used. While the blizzard occurred in FY 2016, the overall number of events requiring salt were lower.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$67,846	$73,187	$72,722	$75,750	$77,420	$80,534	$85,162	$90,929	$91,212	$96,906
REV	$32,972	$30,369	$37,491	$41,117	$37,145	$40,257	$38,503	$42,005	$41,949	$44,633
NTS	$34,874	$42,818	$35,231	$34,633	$40,275	$40,277	$46,659	$48,924	$49,263	$52,273
FTEs	395.00	379.00	375.00	390.50	395.70	395.70	400.20	400.00	401.00	407.00

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board added $312,525 in expense and offsetting revenue and 4.0 FTEs to oversee the execution of operating and capital transportation projects. The revenue is transferred from the Transportation Investment Fund, which was funded by an increase in the commercial real estate tax rate, in order to fund transportation related projects.	4.0
	▪ The County Board added $333,200 in expense and $66,640 in revenue for the creation of a new Arlington Transit (ART) route to operate from Shirlington to Courthouse beginning in January 2009.	
	▪ The personnel budget includes additional positions originally approved by the County Board as FY 2008 supplemental appropriations: 6.0 FTEs ($559,113) for plan review and other development related services; and 2.0 FTEs for financial and contract management of additional federally-funded and state-funded capital improvement projects. The cost of the 2.0 FTEs is offset by an increase in capital project charges, which are netted out of personnel.	8.0
	▪ Transferred to the Utilities Fund 6.0 FTEs responsible for repairing asphalt and concrete after water and sewer repairs.	(6.0)
	▪ Increased funding for fuel for County vehicles ($34,750), utility cost increases based on actual spending and rate adjustments ($100,707), and non-discretionary contractual increases ($367,721). Decreased expenses $100,000 for ART productivity enhancements. Other increases include the balance of full-year funding of Shirlington Bus Station operations ($25,986), funding to update County planimetric maps ($20,000), and a net increase for County vehicle costs ($29,968) after the transfer of vehicles used for roadway repairs after utility work to the Utilities Fund.	
	▪ Fee revenue increases due to rate increases including: Household Solid Waste Rate ($345,942), the ART bus rate from $1.25 to $1.35 resulting in estimated $20,000 increase, as well as an increase in the penalty assessed for those working in the right-of-way without a permit (increase from $50 to $250) resulting in an estimated $50,000 increase.	
	▪ Fee revenue based on projected usage and historical trends include: increases for recycling ($81,100), ART farebox receipts ($149,175), traffic right-of-way fees ($370,472), parking meters ($223,733), site plan approval fees ($354,317), rent from the Waste-To-Energy plant ($22,258), Commuter Store fees ($100,000) and TDM fees ($40,000). This is partially offset by decreases from other development services fees ($148,080) and a reduction in concrete program assessments ($50,000).	
	▪ The grant budget includes an increase in the reimbursement from the state for the maintenance of traffic signals on state roads ($130,636), and a newly established rate related to overhead charged for federal grants ($150,000). This increase is partially offset by a decrease in grant revenue in the Commuter Services budget ($140,000).	
	▪ The adopted Household Solid Waste Rate increases by $10.76 or 3.6 percent over the FY 2008 rate, for a new annual rate of $306.56. The Solid Waste non-personnel budget includes increases for refuse collection and recycling contracts ($230,791), other non-discretionary contractual increases ($6,501) and an increase for disposal costs at the Waste-To-Energy plant ($108,650).	

Fiscal Year	Description	FTEs
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($212,841).	
	▪ Increased funding for non-discretionary contract increases ($845,176), refuse contract increases ($233,022), and County vehicle charges ($210,370), partially offset by the removal of one-time costs and loan payments for the Chain Bridge Road Sewer District ($94,429).	
	▪ Electricity and water/sewer budgets were adjusted based on FY 2008 actual consumption and anticipated utility rate increases ($415,191). This is partially offset by the transfer of electricity savings ($91,037) from the Department of Environmental Services to the County's Master Lease budget in FY 2010. The County is currently engaged in a capital project in the Arlington County Detention Facility and Police/Courts building to retrofit the building, making it more energy efficient and lowering utility costs. The annual debt service payments will begin in FY 2010 and will be paid from the utility savings generated from the affected buildings.	
	▪ Revenue increases include higher farebox receipts from ART routes due to a full year of the ART 77 route and elimination of paper transfers on ART routes ($93,360), a revised estimate of state reimbursement for local transit expenses ($560,894), an increase in development services revenue ($114,006) for fee increases charged to developers, an increase in the volume of parking meter usage ($149,937) and permit right-of-way fees ($100,000), partially offset by reductions in court maintenance fees ($15,000), a decrease in Water, Sewer and Street revenue ($30,000) and a decrease in the value of leases under agreement with the County ($186,825).	
	▪ Due to changes at the state level on the administration of the commercial real estate tax, staff time must be charged directly to transportation related projects. This administrative change results in a decrease in personnel charges ($293,351) offset by eliminating the reimbursement from the Transportation Investment Fund.	
	▪ Eliminated one of two Technology Support staff (1.0 FTE, $73,267).	(1.0)
	▪ Eliminated one of two Organizational Development support staff (1.0 FTE, $72,279).	(1.0)
	▪ Replaced the Deputy Director position with a staff assistant position ($65,263).	
	▪ Eliminated a planner position (1.0 FTE, $105,035) in the Transportation Planning Program.	(1.0)
	▪ Transit specific non-personnel expenditures reflect the balance of full year costs for Arlington Transit (ART) Route 77 ($309,468), ART service fuel cost increases ($159,540) and an increase in payments to METRO for Smart Trip support ($45,150).	
	▪ Conversion of WMATA bus routes 24P and 22B to ART bus services results in a net tax support increase to the DES budget of $731,545. This conversion lowers the County subsidy to WMATA by $1,081,230 resulting in a savings to the County of $349,685.	

Fiscal Year	Description	FTEs
	▪ Eliminated contract funding for Development Services inspection contracts ($135,000).	
	▪ Eliminated one of six Trades Worker positions on the signs and marking team (1.0 FTE, $63,841) in Transportation Engineering and Operations.	(1.0)
	▪ Eliminated a support architect assigned to facility master planning (1.0 FTE, $79,792) in Facilities, Design and Construction.	(1.0)
	▪ Eliminated one of seven Construction Management Specialists (1.0 FTE, $42,516) in the Engineering Bureau.	(1.0)
	▪ Eliminated one of two administrative staff (1.0, $58,631) responsible for providing staff support to the Capital Asset Management and Facilities Design and Construction program.	(1.0)
	▪ Transferred the Fresh AIRE program coordinator from the Facilities Maintenance program to the Fresh AIRE program (1.0 FTE, $117,765). The transfer of this position to a dedicated utility tax will eliminate general fund support for the Fresh AIRE program.	
	▪ Reductions in Facilities Management Services reflect the move from yearly window cleaning at County Facilities to bi-annual cleaning ($10,000), the reduction in garage cleaning services to as-needed basis ($15,000), and the elimination of a Custodial Worker position (1.0 FTE, $46,920).	(1.0)
	▪ Transfer a Planner from the Environmental Planning Office (1.0 FTE, $99,535) to the Stormwater Management Fund.	(1.0)
	▪ Solid Waste Bureau fee increases reflect increases for delivered material ($58,908), an increase in permit fees associated with refuse trucks ($4,294), and the establishment of Multi-Family/Business Environmental Compliance Fee ($125,400) in order to fund the costs related to the Multi-Family/Business Recycling Compliance program.	
	▪ Reduction in maintenance support to the Columbia Pike corridor from 2.0 FTE to 1.0 FTE in the Solid Waste Bureau (1.0 FTE, $45,669).	(1.0)
	▪ The Household Solid Waste Rate (HSWR) reflects an increase ($614,708) of $19.12, or 6.2 percent over the FY 2009 rate, resulting in a new base annual rate of $325.68. The rate increase includes: non-discretionary contractual increases for refuse and recycling ($13.00), funding for the second vacuum pass for leaf collection in lieu of termination of that service ($5.84), and brush collection overtime ($0.28) in order to maintain customer service levels with brush collection and to keep debris out of the sewer system.	
	▪ Eliminated 6.0 technician positions (one team) in the Water, Sewer and Streets Bureau (6.0 FTE, $302,000).	(6.0)
	▪ Reduced concrete maintenance contract by 50% ($250,000).	

Fiscal Year	Description	FTEs
FY 2011	▪ The County Board added expenses (6.0 FTE, $662,000, including $100,000 in one-time funding for equipment) associated with the transfer of ownership of Columbia Pike from the Virginia Department of Transportation to Arlington County Government beginning in FY 2011. County ownership of Columbia Pike also results in a $141,437 loss in traffic signal reimbursement from the Commonwealth of Virginia, partially offset by a $25,000 increase in parking meter revenue and $10,000 increase in highway permit fees in areas along Columbia Pike.	6.0
	▪ The County Board transferred the remaining stormwater costs in the General Fund to the Stormwater Fund (10.0 FTEs, $1,311,800 expense, $50,000 revenue, for a net tax support savings in the General Fund of $1,261,800).	(10.0)
	▪ The County Board adopted increases to fees relating to right-of-way permits ($25,000), fees for plan revisions, erosion, sediment control and maintenance of traffic reviews ($35,000), and tour bus vehicle parking ($90,000 revenue, with associated expenses of $77,000 in one-time costs for new meters, and $13,000 in ongoing related expenses).	
	▪ The County Board adopted an increase in the Leaf Collection Program component of the Household Solid Waste rate of $14.80 ($479,679) to fully fund the collection and disposal of leaves. The Household Solid Waste Rate (HSWR) reflects a total increase of $18.56 ($682,923), or 5.79 percent over the FY 2010 rate, resulting in a new annual rate of $344.24. The rate also reflects an increase in the number of households receiving service.	
	▪ Non-personnel increases reflect non-discretionary contractual increases ($332,750), refuse contract increases ($242,887), the transfer of funding related to custodial work for the Westover Library from the Department of Libraries ($128,124), transit-specific increases itemized below ($1,164,052) and an adjustment to the annual expense for the maintenance and replacement of County vehicles ($6,750), partially offset by reductions itemized in the lines of businesses below.	
	▪ Transit-specific non-personnel increases reflect contractual increases related to bus operations and CNG fuel costs ($175,730), the balance of full year costs for improvements to ART 41 ($69,874), ART 75 ($47,350), and ART 74 ($162,380); October 2010 implementation of ART 41 weekday enhancement ($148,454); ART 75 midday service enhancement scheduled for April 2011 ($88,810) and creation of ART 45, an all day weekday route that would improve transit service for clients and employees of the new Department of Human Services headquarters ($471,454).	

Fiscal Year	Description	FTEs
	▪ Revenue increases include higher fare box receipts from new and expanded routes ($493,424), developer contributions for ART routes 72-74 ($37,500) and ART 45 ($67,500), a revised estimate of state reimbursement for local transit expenses ($1,342,140), an increase in state reimbursement for local transit expenses as a result of new and expanded bus routes ($257,860), fees charged to taxicab companies to cover the cost of the Taxicab program ($115,000), an increase in plastic, cans and glass recycling revenue ($33,864), revenue from sale of white goods ($7,638) and miscellaneous fees ($503), additional fees from parking meters ($200,000). These increases are partially offset by a reduction in traffic signal reimbursement from the Commonwealth of Virginia ($62,163 excluding the revenue loss associated with Columbia Pike, and in addition to $186,490 cut in the FY 2010 revised budget), miscellaneous fees ($6,116), development services revenue ($184,220) due to a decline in various plan review fees from developers, a decrease in the value of leases currently under agreement with the County ($28,520), and a decline in revenue from single stream (curbside recycling) ($32,245) and mulch and wood chip sales ($18,725).	
	▪ Adjusted STAR back-office operations and program management practices to improve overall cost efficiency of the program ($115,000), and implemented minor adjustments to local transit route schedules/span of service to improve route productivity ($54,000).	
	▪ Eliminated one of four Planner positions upon incumbent's retirement in early January 2011 (1.0 FTE; $59,701).	(1.0)
	▪ Eliminated one of five Construction Management Specialists positions (1.0 FTE; $85,342).	(1.0)
	▪ Reduced signal and street light power consumption and associated Dominion Virginia Power charges by 15% ($374,610) through the conversion of County lights to more energy efficient luminaries (principally LED) and selective removal of redundant street lights.	
	▪ Eliminated three partially General Fund supported engineer positions allocated to the Neighborhood Conservation Program (NC) ($92,249). The majority of the personnel cost are charged to capital for work on NC projects.	
	▪ Charged Arlington County Public Schools (APS) for maintenance of Schools Boundaries application and other APS-specific GIS services ($32,000).	
	▪ Reduced and restructured cleaning and custodial services provided to County facilities and programs, excluding areas principally used by the public ($135,538), and reduced the electricity budget for centrally managed facilities by $80,000.	
	▪ Eliminated Solid Waste consultant funding for FY 2011 including funds for the Pay-as-you-throw (PAYT) study ($85,000), which is partially funded by the HSWR ($40,000). Eliminating consultant funding in FY 2011 reduced the HSWR by $1.24 per year.	
	▪ Eliminated snow hauling from commercial areas after snow storms in excess of 6″ to 8″ ($200,000).	

Fiscal Year	Description	FTEs
	▪ Includes two positions (2.0 FTE, $190,583) originally added through supplemental appropriations to help manage the increase in ART routes and the County's Taxicab program.	2.0
FY 2012	▪ Personnel includes the County Board's approval of a one percent one-time lump sum payment for employees at the top step ($64,981).	
	▪ The County Board approved 2.0 FTE for capital project staffing: 1.0 FTE Design Engineer in Engineering and 1.0 FTE Capital Projects Manager in Transportation Planning (positions will be charged to the capital funds; there will be no cost to the General Fund). Operating expenses ($14,690) for those positions are included in the non-personnel expense and reimbursed through Intra-County Charges.	2.0
	▪ The County Board restored 2.0 FTEs in Development services: 1.0 FTE Construction Management Specialist ($113,137) and 1.0 FTE Planner ($123,336).	2.0
	▪ The County Board added support of the Community Energy Plan (CEP) by adding a two-year limited term FTE ($204,000 over two years) for CEP implementation planning and $365,000 in one-time funding for implementation consulting services.	1.0
	▪ The County Board added 0.5 FTE in Facilities Management Services for support of additional square footage added to the County ($40,918).	0.5
	▪ The County Board added direct ART bus service from Columbia Heights West to the Warren G. Stambaugh Human Services Center on Washington Boulevard. Funding will be reallocated from Metro contingency funds.	
	▪ Conversion of 0.5 Temporary FTE to 0.5 Permanent FTE in Facilities Management Services for support of additional square footage added to the County.	
	▪ Reallocation of 3.0 FTE from Non-Departmental for transportation capital project staffing: 1.0 FTE Senior Capital Projects Coordinator, 1.0 FTE Streetcar Program Manager, and 1.0 FTE Design Team Engineer (Complete Streets). These positions will be charged to the capital funds and there will be no cost to the General Fund.	3.0
	▪ In FreshAire, two overstrength positions continue to be funded.	
	▪ Transfer of 1.0 FTE from the Printing Fund for the Safety Program.	1.0
	▪ Transfer of 1.0 FTE from the Utilities Fund to centralize the Communications effort.	1.0
	▪ Reallocation of 5.0 FTE from Non-Departmental for converting the Heating, Ventilation, and Air Conditioning (HVAC) preventative maintenance from contract to in-house personnel.	5.0

Fiscal Year	Description	FTEs

- Non-personnel expense includes the County Board approved one-time funding of $365,000 for Community Energy Plan (CEP) implementation consultants and operating expenses related to 2.0 FTE approved by the County Board for capital projects ($14,690). The Non-Personnel category as a whole decreases less than one percent due to a change in responsibility for HVAC preventative maintenance ($549,280), elimination of FY 2011 one-time capital expenses for multi-space parking meters ($77,000), elimination of FY 2011 one-time snow removal equipment funding ($100,000), reduction in the costs of refuse collection ($232,210) and disposal fees at the Waste-To-Energy Plant ($379,306) due to the success of single stream recycling, electricity savings due to upgrading lighting to LED ($82,353) and energy efficiencies in facilities ($50,000), and reallocating funds to personnel in Fresh Aire ($162,290). These decreases are partially offset by increases related to Fire Station 3 maintenance ($66,326), transferring responsibility of maintenance from Department of Technology Services (DTS) to DES for the Network Operations Center (NOC) ($279,000), addition of mandated weekly fire pump testing ($42,224), an adjustment to the annual expense for the maintenance and replacement of County vehicles including additional expenses for new HVAC maintenance staff vehicles ($16,109), monthly web service fees for additional multi-space meters ($88,744), operating expenses related to staffing for capital projects ($22,160), additional recycling carts ($10,268), increase in the master lease payment for the tub grinder ($45,974), and non-discretionary contractual increases ($187,837).
- Transit-specific non-personnel increases reflect non-discretionary contractual increases related to bus operations ($274,693), the balance of full year costs for improvements to ART 41, 42, 74, 75, and 87 ($95,542), additional costs for maintenance and support of the ART bus system real-time information system ($18,330), fuel services at the WMATA facility ($10,944), and maintenance at the ART facility ($15,859).
- Intra-County Charges increase due to personnel expenses for those positions being charged back to other funds and departments, as well as for the Communications effort, Safety Program, and non-personnel expenses related to the 3.0 FTEs reallocated for capital projects.
- Revenue increases include higher fare box receipts from new and expanded ART routes ($245,766), and increases in recycling revenues including plastic, cans and glass recycling revenue ($11,136), sale of white goods ($10,728), and curbside recycling ($105,500), which is partially offset by a reduction in construction related permit revenues ($75,000), recycling civil penalties decrease due to increased compliance ($33,540), and decrease in lease agreements managed ($11,244).
- The parking meter revenue reflects a rate increase of $0.25 per hour on long and short term parking as well as the installation of additional multi-space meters ($2,043,230). The rate for short term parking (4 hours or less) will increase from $1.00/hour to $1.25/hour. The rate for long term parking (4 or more hours) will increase from $0.75/hour to $1.00/hour.

Fiscal Year	Description	FTEs
	▪ The Household Solid Waste Rate (HSWR) reflects a decrease of $18.52 ($582,811), or 5.38 percent less than the FY 2011 rate, resulting in a new annual rate of $325.72. The rate reflects a decrease in the number of tons of refuse disposed of at the Waste-To-Energy Plant and a decrease in the cost of refuse collection.	
	▪ Appliance pick-up fee decreased from $20 per appliance to a $10 administrative fee per site visit (regardless of the number of appliances) ($27,250).	
FY 2013	▪ 2.0 FTEs were added in the Engineering Bureau to provide critical staffing needed to implement capital projects (positions will be charged to capital funds; there is no cost to the General Fund).	2.0
	▪ 1.0 FTE was added for a Parking Planner in Transportation Engineering and Operations through a reallocation of non-personnel consultant funding for parking planning services ($64,407).	1.0
	▪ Six months of one-time funding was added to fund the addition of 2.0 FTEs in Development Services for the Permitting and Customer Service Section ($92,526).	2.0
	▪ 0.2 FTE was transferred from the Utilities Fund to the Office of the Director in the General Fund for expanded human resource service support.	0.2
	▪ Personnel increases reflect the reclassification of positions identified to be substantially below comparative pay studies.	
	▪ Transit expenses increase to reflect an increase in fuel costs for expanded bus service and rate increase ($186,743), rent for the ARTHOUSE bus maintenance facility ($72,835), and bus operating maintenance expenses ($75,477). Transit revenue includes higher fare box receipts from expanded ART routes ($200,000) and higher business contributions for ART service ($91,940).	
	▪ Non-personnel expenses increase for the master lease payment for the tub grinder ($22,274), inflationary increases for operating supplies ($25,892) and operating equipment ($9,331), fuel for back-up generators ($5,000), and non-discretionary contractual increases ($533,564).	
	▪ Increased costs for maintenance and replacement of County vehicles ($42,259).	
	▪ FY 2012 one-time funding for the Community Energy Plan implementation ($465,000) was eliminated in FY 2013.	
	▪ The Fire Department transferred $50,000 to the Facilities Management Bureau within DES for fire station bay door maintenance and repairs.	
	▪ Expenditures and revenues related to Commuter Services grants increase ($2,049,540) to properly reflect state grant awards. The addition of regional program expenses related to Commuter Services ($960,000) is entirely offset by the associated commission revenue ($960,000).	

Fiscal Year	Description	FTEs
	▪ Intra-County Charges decrease primarily due to a change in accounting practices and is offset by a reduction in non-personnel expenses ($263,803) in the Water, Sewer and Streets Bureau. Other adjustments to Intra-County Charges are due to various personnel changes in the various bureaus.	
	▪ Fee revenue increases include meter parking revenues due to the installation of more multi-space meters and new parking spaces ($271,330), right-of-way permits ($72,940), environmental plan review fees ($175,000), and an increase in the value of lease agreements managed ($63,147).	
	▪ Increased recycling revenue ($30,000), including plastic, cans and glass recycling; and, sale of recycled paper from Arlington County offices ($19,485).	
	▪ Increased revenue due to implementation of a new courthouse maintenance fee for civil actions filed with General District Court and Circuit Court ($15,000).	
	▪ Fee revenue is reduced for construction related permit revenues ($175,000), topographic map sales ($16,256), and plat and engineering plan review fees ($37,500).	
	▪ Increase in the state reimbursement for maintenance of state traffic signals ($29,834).	
	▪ The Household Solid Waste Rate (HSWR) reflects an adopted decrease of $31.80 ($1,031,910), or 9.76 percent less than the FY 2012 rate, resulting in a new annual household rate of $293.92. The rate reflects a decrease in the disposal rate at the Waste-To-Energy Plant due to a new contract. Expenditures for disposal fees are reduced by $1,051,180.	
FY 2014	▪ The County Board added one-time funding for six months of a limited term position associated with the Community Energy Plan (CEP) implementation ($52,000).	1.0
	▪ The County Board restored funding for the County Manager's proposed reduction for Green Home Choice Program (0.5 FTE; $23,125 one-time; $50,000 ongoing).	
	▪ Full-year funding is included for 2.0 FTEs added in Development Services' Permitting and Customer Service in the FY 2013 budget ($94,756)	2.0
	▪ Arlington Mill Community Center additions include maintenance workers ($184,508), non-personnel facility maintenance expense ($721,894), parking garage management contract ($170,000), and parking fee revenue associated with partial year operations of the parking garage at Arlington Mill Community Center ($73,000).	
	▪ An Emergency Power Manager was added for work on the critical systems infrastructure (CSI) ($123,307), as well as non-personnel costs related to critical systems infrastructure ($452,782).	1.0

Fiscal Year	Description	FTEs
	▪ Removal of FY 2013 one-time funding for a two-year limited term position in Fresh AIRE for the Community Energy Plan (CEP) implementation ($104,000).	(1.0)
	▪ Non-personnel expenses increase to reflect an adjustment to the annual expense for the maintenance and replacement of County vehicles ($152,756), an increase in fuel services at the Washington Metropolitan Area Transit Authority (WMATA) facility ($46,364), rent for the ARTHOUSE bus maintenance facility ($1,436), contractual increases associated with the transit program ($374,994), operating equipment for Permitting Customer Service ($13,576), electricity rate increase on streetlights ($75,000), operating expenses for additional multi-space parking meters funded in PAYG ($23,224), lease costs for storage space at Courthouse Plaza ($31,476), and non-discretionary contractual increases ($760,380). These increases are partially offset by the reduction in the funds available for contractual services in Fresh AIRE ($232,028), master lease payment for the rock crusher ($8,923), and disposal fees at the Waste-To-Energy Plant (WTE) ($600,681).	
	▪ Added funding for the WTE Plant Facility Monitoring Group (FMG) ($41,400).	
	▪ The Household Solid Waste Rate (HSWR) reflects an adopted decrease of $0.16 per year, a less than one percent decrease from the FY 2013 rate, resulting in a new annual household rate of $293.76. The revenue increases $38,872 due to an increase in the number of households paying for service through the HSWR. The rate reflects ongoing effects from the new contract implemented in FY 2012 for the disposal rate at the WTE Plant.	
	▪ Eliminated the Neighborhood Traffic Calming program ($111,921).	(1.0)
	▪ Reduced special service hours on ART from 300 to 150 ($8,075).	
	▪ Adjusted the ART 75 bus schedule to eliminate unproductive/low ridership mid-day service ($94,956).	
	▪ Increased STAR participant Zone 2 and Zone 3 co-payments on January 1, 2014, in order to recover increases in operating costs and taxi rates ($22,453). Zone 2 co-payments rise from $4 to $5 per trip and Zone 3 co-payments rise from $8.50 to $9.00 per trip.	
	▪ Fee updates to Chapter 22 and 23 of the County Code to cover more of the costs of processing development-related permit applications will generate $205,000 in revenue.	
	▪ Reduced electricity expense for streetlights ($30,000).	
	▪ Eliminated one Space Planner position ($64,780).	(1.0)
	▪ Eliminated one County vehicle in the Real Estate Bureau ($5,171) and one vehicle in the Engineering Bureau ($5,171).	
	▪ Eliminated a Design Standards Engineer ($151,809).	(1.0)

Fiscal Year	Description	FTEs
	▪ Reduced security system on-site maintenance contractual personnel at the Detention Center from two technicians to one technician ($81,420).	
	▪ Transferred the 1.0 FTE Co-Manager of the AIRE program to the Fresh AIRE within DES ($130,970).	
	▪ Reduced non-personnel expenses in the EPO unit ($15,208).	
	▪ Transferred the regional contribution to Arlingtonians for a Clean Environment (ACE) to the Stormwater Fund ($69,705).	
	▪ Eliminated the contribution to ACE for special litter events ($10,000).	
	▪ Reduced contingent budget for disposal of street sweeping related to storm activities ($20,295).	
	▪ Increased Intra-County Charges for reimbursement of a portion of the street sweeping program costs from the Stormwater Fund ($240,000).	
	▪ Reduced landfill expenses due to better tracking capabilities ($17,870).	
FY 2015	▪ Added partial year funding for an Equipment Mechanic ($64,803) and facility maintenance expenses ($125,750) for the Homeless Services Center.	1.0
	▪ Added funding for a Permit Parking Technician ($33,491) and associated operational expenses ($9,320).	0.5
	▪ 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).	1.0
	▪ Reallocated funding to add a Design Standards Engineer ($145,436).	1.0
	▪ Reallocated funding to add a Street Light Technician ($81,436).	1.0
	▪ 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).	(1.0)
	▪ 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).	

Fiscal Year	Description	FTEs

- 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).
- 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.

Fiscal Year	Description	FTEs
	▪ 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).	(0.2)
	▪ 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).	
	▪ 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.
- *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.*
- *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.*

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. 1.0
- 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).
- 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.

ARLINGTON
VIRGINIA

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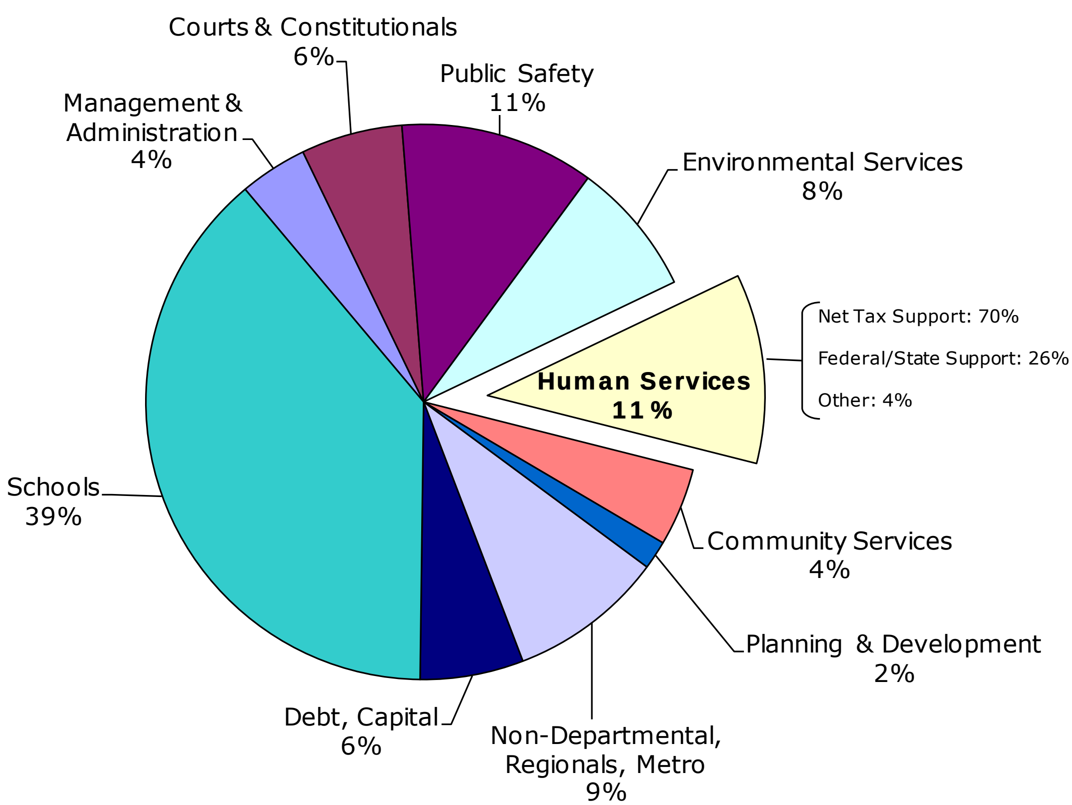
Our Mission: Strengthen, protect, and empower those in need

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 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office

Departmental Management and Leadership
-Human Resources
-Financial Management
-Information Systems
-Performance Review and Compliance
-Facilities Operations

Economic Independence

Management and Administration
- Customer Service Center

Community Assistance
- Clinical Coordination
- Community Outreach
- Community Corrections

Housing Assistance and Homeless Programs
- Housing Grants
- Real Estate Tax Relief
- Homeless and Shelter Services
- Supportive Housing
- Rapid Re-Housing

Public Assistance
- General Relief
- Auxiliary Grants
- Supplemental Nutrition Assistance Program
- Medicaid
- Temporary Assistance to Needy Families
- Energy Assistance
- Refugee Services
- Title IV-E

Employment Services
- Job Search and Placement
- Skills Training
- English as Second Language Training
- Workforce Board and Consortium

Public Health

Management and Administration
- Emergency Planning and Response
- Occupational Health

Community Health Services
- Family Planning
- Maternity Care
- Immunization Clinic
- Medical Case Management
- Maternal-Child Nutrition [Women, Infant and Children Program (WIC)]
- HIV/AIDS/Sexually Transmitted Infections (STI) and AIDS Drug Assistance Program (ADAP)
- Dental Clinic

School Health
- School Based Health Clinics
- Health Appraisal Clinics
- Parent and Infant Education (PIE)

Community Health Protection
- Restaurant Inspection
- Pool Inspection
- Animal and Rodent Control
- Disease Surveillance and Investigation
- Tuberculosis Medical Case Management

Laboratory Services

Behavioral Healthcare

Management and Administration

Client Services Entry
- Assessment and Intake
- Emergency Services
- Discharge Planning, Assistance, and Regional Diversion Project
- Jail Diversion/Forensic Case Management
- Homeless Case Management
- Violence Intervention Program

Psychiatric Services

Mental Health Services
- Program for Assertive Community Treatment (PACT)
- Clarendon House
- Mental Health Community Supportive Services
- Employment Services
- Mental Health Residential Services

Substance Abuse Services
- Substance Abuse Outpatient Services
- Substance Abuse Residential Treatment
- Jail/Addictions, Corrections and Treatment (ACT)
- Batterers Intervention Program
- Jail/Mental Health Treatment

Child & Family Services

Management and Administration

Planning and Support Services
- Early Childhood Development
- Parent Education & Project Family
- Partnership for Children, Youth and Parents
- Child Services Act (CSA)

Child Welfare
- Child Protective Services
- Foster Care
- Family Partnership Meetings
- Adoption

Behavioral Healthcare
- Intake Services
- Assessment and Child Advocacy Center
- Outpatient Therapy
- Outpatient Case Management

Aging & Disability Services

Management and Administration
- Customer Service Center

Agency on Aging

Adult Day Programs

Adult Services
- Adult Social Services
- Adult Protective Services
- Nursing Case Management
- In-Home Services
- Volunteer Guardianship and Personal Advocate Services

Senior Adult Mental Health Program
- Regional Older Adult Facilities Mental Health Support Team
- Mary Marshall Assisted Living Residence

Developmental Disability Services
- Support Coordination
- Habilitation and Supported Employment
- Transportation
- Residential Services

Section 8 Housing Assistance
- Housing Choice Vouchers
- Project-Based Assistance Housing Choice Vouchers
- Housing Opportunities for Persons with AIDS
- Milestones
- Family Unification

Section 8 Housing Assistance is in the Section 8 fund

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Human Services (DHS) is $136,703,588, a one percent increase over the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to retirement contributions based on current actuarial projections and the addition of a grant-funded Management Specialist ($77,809, 1.0 FTE), grant-funded Human Services Clinician ($99,461, 1.0 FTE), two Psychiatrists ($456,000, 2.0 FTE), a School Health Nurse ($100,413, 1.0 FTE), and a grant-funded Nurse Practitioner ($67,336, 0.5 FTE) described in further detail below.
- ↓ Non-personnel decreases primarily due to reductions 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), removal of FY 2016 one-time funding for the Arlington Food Assistance Center ($50,000), and Refugee Resettlement ($13,875). These decreases are 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). Non-personnel increases also include increases to Sequoia Plaza expenses:
  - Sequoia Plaza Rent ($288,142)
  - Contract Services ($40,493)
- The FY 2018 budget also reflects an internal reallocation of resources from several divisions into the Behavioral Healthcare Division in order to improve psychiatric service delivery and outcomes. The reallocation will address issues concerning retention, care quality, and standardization of services.

Total funding for housing grants is $9,153,755, consisting of $7,553,755 in ongoing funding and $1,600,000 in one-time funding. This budget includes $1,000,000 in additional ongoing funding for housing grants, funded through a reallocation within DHS. Total funding for housing grants decreases $524,000 from FY 2017 levels but is funded at a level expected to meet demand for service.

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 revenue from Area Agency on Aging ($104,772).
- ↑ Increase in funding for the Mobile Children's Crisis Stabilization Allocation Program ($208,929).
- ↑ Increase in funding for CIT Security ($12,531).
- ↑ Increase in funding for Virginia Department of Social Services (VDSS) Programs ($396,597).
- ↑ Increase in funding for the Project Planning Grant ($72,200).
- ↑ Increase in funding for Medicaid Waiver Redesign ($54,157).
- ↑ Increase in funding for Title IV-E Adoption Assistance ($35,934).
- ↑ Increase in funding for Title IV-E Foster Care Assistance ($296,037).
- ↓ Reduction in Auxiliary Grants funding ($11,560).
- ↓ Reduction in CSA funding ($1,410,293) to align budget with actuals with no service impact.

- ↓ Reduction in Parent-Infant Education Grant ($143,832).
- ↓ Reduction in Tuberculosis Grant ($5,000).
- ↓ Reduction in the Senior Adult Mental Health reimbursement ($49,509).
- ↓ Reduction in Refugee Resettlement funding based on FY 2016 service levels ($13,875).
- ↓ Reduction in One-Stop Workforce Center co-location funding from the Northern Virginia Community College ($25,000).
- ↓ Conclusion of the SAMHSA Grant ($100,000).

The FY 2018 proposed permanent staffing level is 703.32 FTEs, an increase of 5.5 FTEs over the FY 2017 adopted budget. The FTE changes are explained below as well as internal reallocations itemized in the lines of business summaries:

- ↑ Increase of a School Nurse ($100,413, 1.0 FTE) to restore the staffing ratio of one nurse to every two schools. The School Nurse is funded from savings generated from reducing the Crystal City, Potomac Yard, and Crystal City Tax Increment Financing Area (TIF) from 33 percent to 30 percent.
- ↑ Increase of a Psychiatrist position ($236,000, 1.0 FTE) through a reallocation of contractual services funds. The majority of 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.
- ↑ Increase of 1.0 Psychiatrist and a 0.50 grant-funded Nurse Practitioner for Psychiatric Services in the Behavioral Healthcare Division which were approved by the County Board during FY 2016 closeout.
- ↑ Increase of 1.0 grant-funded Management Specialist providing supportive housing in the Economic Independence Division which was approved by the County Board during FY 2016 closeout.
- ↑ Increase of 1.0 grant-funded Human Services Clinician supporting the Child Advocacy Center in the Child and Family Services Division which was approved by the County Board during FY 2016 closeout.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$66,416,349	$70,813,267	$73,455,420	4%
Nonpersonnel	61,938,916	64,936,052	63,574,380	-2%
Intra-County Charges	(405,912)	(353,462)	(326,212)	-8%
Total Expenditures	127,949,353	135,395,857	136,703,588	1%
Fees	3,751,084	3,778,024	3,918,050	4%
Federal Share	15,663,804	13,044,578	13,761,446	5%
State Share	20,473,364	22,139,473	21,095,430	-5%
Other	670,986	541,957	615,819	14%
Total Revenues	40,559,238	39,504,032	39,390,745	-
Net Tax Support	$87,390,115	$95,891,825	$97,312,843	1%
Permanent FTEs	685.79	697.82	703.32	
Temporary FTEs	3.00	3.00	3.00	
Total Authorized FTEs	688.79	700.82	706.32	

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).

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.

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.

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.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- 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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections and the transfer in of a Management & Budget Specialist ($116,434, 1.0 FTE) from Housing Assistance and Homeless Services Programs in the Economic Independence Division.

↑ Non-personnel increases due to Sequoia Plaza rent ($53,516), non-discretionary contractual service costs associated with Sequoia Plaza ($40,493), and internal reallocations from the Public Health Division for water charges ($1,879), offset by a reduction to the annual expense for the rental of county vehicles ($3,955).

↓ Federal share revenue decreases due to federal pass through administration allocation ($47,978).

↓ State share revenue decreases due to VDSS state administration allocation ($23,648).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,940,326	$6,446,238	$6,692,665	4%
Non-Personnel	3,324,085	3,677,208	3,769,141	3%
Total Expenditures	9,264,411	10,123,446	10,461,806	3%
Fees	(3,324)	-	-	-
Federal Share	545,812	446,071	398,093	-11%
State Share	126,253	186,170	162,522	-13%
Other	678	-	-	-
Total Revenues	669,419	632,241	560,615	-11%
Net Tax Support	$8,594,992	$9,491,205	$9,901,191	4%
Permanent FTEs	57.10	56.10	57.10	
Temporary FTEs	-	-	-	
Total Authorized FTEs	57.10	56.10	57.10	

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of an Administrative Assistant ($85,222, 1.0 FTE) and an Administrative Technician ($92,809, 1.0 FTE) from Management and Administration in the Child and Family Services Division, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of a Business Systems Analyst II ($89,019, 1.0 FTE) to Housing Assistance and Homeless Programs.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($114,728) and reallocation of operating supplies from Employment Services ($2,320).
- ↑ Federal share revenue increases based on a projected increase in federal reimbursement for various administrative and eligibility services ($179,201).
- ↑ State share revenue increases based on a projected increase in state reimbursement for various administrative and eligibility services ($18,339).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,820,937	$1,940,444	$2,115,829	9%
Non-Personnel	1,326,219	1,323,324	1,440,372	9%
Total Expenditures	3,147,156	3,263,768	3,556,201	9%
Federal Share	903,069	684,074	863,275	26%
State Share	97,491	127,660	145,999	14%
Total Revenues	1,000,560	811,734	1,009,274	24%
Net Tax Support	$2,146,596	$2,452,034	$2,546,927	4%
Permanent FTEs	21.40	21.40	22.40	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.40	21.40	22.40	

PERFORMANCE MEASURES

Customer Service Entry

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of calls abandoned (customers that hang up while on hold)	4%	5%	5%	6%	5%	5%
Percent of callers receiving accurate information	98%	99%	99%	98%	98%	98%
Quality of consultant services: average evaluation score for consultants	98%	100%	98%	100%	98%	98%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of calls received seeking information on services	52,216	50,735	51,606	50,023	50,500	50,500
Total number of walk-in customers seeking services	59,603	62,167	58,739	58,654	59,100	59,100
Total number of walk-in customers assessed by consultants	6,649	6,595	6,123	5,636	5,400	6,700
Percent of customers waiting 15 minutes or less to see consultants	84%	78%	81%	77%	80%	80%
Call quality scores	98%	99%	99%	99%	98%	98%
Percent of customers satisfied with front desk service	98%	98%	99%	99%	98%	98%

- In FY 2016, the total number of walk-in customers assessed by consultants decreased due to a rise in over-the-phone assessments resulting from an increase in online applications. In FY 2018, the projected total number of customers assessed by consultants increased as the measure will be adjusted to included customers assessed over-the-phone and in-person.

- Call quality score is determined by evaluating calls utilizing a monitoring assessment form consisting of five skill areas: greeting, communication, technical, call handling and closing.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 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.

Community Corrections

- Ensure the safety of residents by providing 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer of a Human Services Clinician ($97,570, 1.0 FTE) from Employment Services, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the Volunteer Arlington Program personnel expenses transferred to non-personnel ($200,864).
- ↑ Non-personnel increases primarily due to the reallocation of the Virginia Homeless Solutions Program from the Housing Assistance Bureau ($323,382), and the Volunteer Arlington Program from personnel to non-personnel expenses ($200,864).
- ↑ Federal share revenue increases based on a projected increase in federal reimbursement for various administrative and eligibility services ($151,228).
- ↑ State share revenue primarily increases due to an increase in revenue from the Comprehensive Community Corrections Act and Pretrial Services Act Grant Program ($7,919) and reallocation of the Virginia Homeless Solutions Program from Housing Assistance and Homeless Programs ($123,382), partially offset by decreases based on a projected decrease in state reimbursement for various administrative and eligibility services ($87,942).
- ↑ Other revenues increase due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actuals expenditures ($1,219).

COMMUNITY ASSISTANCE

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,897,813	$2,362,249	$2,407,902	2%
Non-Personnel	431,372	503,361	1,028,424	104%
Intra-County Charges	(52,814)	(39,920)	(39,920)	-
Total Expenditures	2,276,371	2,825,690	3,396,406	20%
Federal Share	1,011,600	759,077	910,305	20%
State Share	248,159	632,547	675,906	7%
Other	-	12,268	13,487	10%
Total Revenues	1,259,759	1,403,892	1,599,698	14%
Net Tax Support	$1,016,612	$1,421,798	$1,796,708	26%
Permanent FTEs	21.25	25.25	26.25	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.25	25.25	26.25	

PERFORMANCE MEASURES

Clinical Coordination

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number and percent of customers surveyed who agreed that services helped them with their presenting problems (e.g., housing, economic, food or medical needs)	54/95%	40/95%	72/96%	68/99%	78/98%	78/98%
Percent of clients with adequate/high or improved Economic Functioning score at exit	N/A	71%	77%	84%	86%	86%
Percent of clients with adequate/high or improved Housing Stability score at exit	N/A	80%	86%	91%	91%	91%

COMMUNITY ASSISTANCE

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of visits	4,846	4,953	4,010	3,636	3,300	3,300
Number and percent of General Relief Emergency applications approved	421/96%	403/96%	326/99%	322/97%	300/98%	300/98%
Amount of General Relief Emergency Funds spent	$275,028	$273,599	$266,968	$254,035	$272,000	$272,000
Average Client File Score	96%	95%	92%	88%	88%	88%
Number and percent of cases closed within 30 days of last contact	133/99%	157/91%	122/27%	127/30%	200/50%	200/50%
Number and percent of customers surveyed who agreed that they and the worker worked well together	59/98%	43/98%	82/99%	67/96%	78/98%	78/98%

- Some Social Services performance measures were new for FY 2014 and no prior year data is available.
- The Economic Functioning indicator uses a six point scale to measure how often a client has deposited money into a bank account, received income, paid bills on time, and put money aside for savings over the last 12 months. Clinicians record a baseline indicator at the start of service, and a final indicator at the end of service.
- In FY 2016, the percent of clients with adequate/high or improved Economic Functioning score at exit increased significantly due to the implementation of the Centralized Assessment System (CAS) which allowed for longer term case management to ensure clients' needs were fully met. Before CAS implementation, client cases were considered closed immediately after receiving services.
- The Housing Stability indicator uses a six point scale to measure the stability, safety, sustainability, and appropriateness of a client's housing, with a score of one (adverse) meaning a client is currently homeless, and a score of six (optimal) meaning a client has had a stable living arrangement for the last 12 months. Clinicians record a baseline indicator at the start of service, and a final indicator at the end of service.
- The number of visits has been declining due to more extensive information and referrals being provided over the phone.
- The FY 2017 and FY 2018 estimates for the amount of General Relief Emergency Funds spent are based on using the full amount of budgeted funds.
- In FY 2015, the client file audit tool was revised to more effectively evaluate the thoroughness and accuracy of the required documentation. The revised tool has different indicators for two separate items: Intake and Case Management, which is combined to calculate the Average Client File Score.
- In FY 2015, the data collection process for number and percent of cases closed within 30 days of last contact changed significantly. A new report was created in the Efforts-to-Outcomes system that looks at all active cases within the fiscal year. The small percentage of cases closed within 30 days of last contact can be partially attributed to this change, as well as staff's adjustment to using the new Homeless Management Information System (HMIS), implemented in FY 2015. In FY 2017, case closure will be a priority during supervision and case record review. Staff will develop corrective action plans as needed.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Community Outreach

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Monthly educational programs conducted for citizenship and life skills	89	55	65	75	80	80
Monthly educational programs provided (Computer, Special Events/Recreation)	45	36	20	23	30	30
Number of monthly information and referral requests (walk in, telephone, home visits)	400	316	167	410	415	415
Number of monthly participants all sites	1,691	1,334	1,886	2,674	2,700	2,700
Number of new special event programs provided yearly to address emerging community needs	7	15	50	105	115	115

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of volunteers per month	98	96	145	197	200	200
Number of volunteer hours per month	659	560	522	595	600	600

- The Community Outreach Program experienced a reduction in the number of programs and services offered in FY 2014 due to long-term vacancies (1.25 FTE). Additionally, the re-structuring of the Program's data management system impacted program data measures. The Program gained one part-time staff person in early FY 2015; as a result, these measures increased slightly in FY 2015. In FY 2015 the number of new special events programs increased due to the filling of long-term vacancies. Estimates for 2017 and 2018 are based on maintaining full staffing.
- The measures for monthly educational programs provided, as well as monthly participants, were adjusted in FY 2014 to no longer reflect Project Family, an internal DHS program. In FY 2016, an increase in the number of monthly educational programs occurred due to the addition of a citizenship tutoring class for Arabic speaking seniors.
- In FY 2015, there was a decrease in Information and Referral Requests due to the increased complexity of and staff time spent on individual client cases. Additionally, a new assessment tool for intake was introduced with staff effort focused more on individualized assistance. Training refined/clarified the definition of "information and referral" to reflect more clinically significant interactions. In FY 2016, there was an increase due to the capture of bulk calls among all program staff and improved data collection methods.
- The number of monthly participants for all programs increased in FY 2016 due to an increase in the number of overall programs being offered, such as, Spanish Literacy and Ramadan Cultural Celebrations.
- In FY 2016, the number of new special event programs increased due to new partnerships both within and outside of Arlington County government, such as, Buckingham Cooks and Somali and Nubi Community Meetings.
- The Community Outreach Program experienced an increase in the number of volunteers per month due to the increase in the number of programs being offered during FY 2016.

Community Corrections

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of offenders completing treatment services	85%	83%	85%	81%	84%	84%
Percent of offenders successfully completing probation	65%	66%	70%	60%	67%	67%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of offenders successfully completing probation	73	108	80	87	87	87
Percent of offender customers rating services as satisfactory or better	100%	100%	100%	100%	100%	100%
Percent of primary customers rating services as satisfactory or better	100%	100%	100%	100%	100%	100%
Total number of offenders served	169	211	160	198	175	175

- In FY 2017, the Community Corrections Unit was transferred to the Department of Human Services in order to consolidate the unit with staff providing similar support services within the community.
- The primary customers of the Community Corrections Unit are the General District Court judges.
- The number of offenders/probationers has remained high due to the number of referrals for the Community Corrections Unit’s in-house substance abuse program. Participation in the program decreased the time allowed for individuals to satisfy requirements ordered by the Court (from one to two years to an average of six months). Having less time to satisfy Court requirements has led to an increased number of violations for failure to comply with the orders of the Court.

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 Ten Year Plan to End Homelessness.

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.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a grant-funded Management Specialist ($77,809, 1.0 FTE), transfer in of a Business Systems Analyst II ($89,019, 1.0 FTE) from Management and Administration, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of a Management and Budget Specialist ($116,434, 1.0 FTE) to the Departmental Management and Leadership.
- ↓ Non-personnel decreases due to funding adjustments to the Housing Grant Program ($524,000) described in further detail below, the removal of one-time funding for the Arlington Food Assistance Center ($50,000), and the reallocation of Virginia Homeless Services Program to the Community Assistance Bureau ($316,565). These decreases are partially offset by the addition of the Project Planning Grant ($72,200) and increases in CPI contracts ($2,939).

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

- The total funding for the Housing Grant Program in FY 2018 Proposed Budget is $9,153,755, consisting of $7,553,755 in ongoing funding and $1,600,000 in one-time funding. This budget includes $1,000,000 in additional ongoing funding for housing grants, funded through a reallocation within DHS. Total funding for housing grants decreases $524,000 from FY 2017 levels, but is funded at a level expected to meet demand for this program.
  - ↓ State share revenue decreases due to reallocation Virginia Homeless Services Program to Community Assistance Bureau ($116,565).
  - ↑ Federal share revenue increases due to the addition of the Project Planning Grant ($72,200).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,397,265	$1,384,919	$1,485,146	7%
Non-Personnel	16,308,704	17,098,227	16,282,801	-5%
Total Expenditures	17,705,969	18,483,146	17,767,947	-4%
Fees	350	-	-	-
Federal Share	-	-	72,200	
State Share	130,913	116,565	-	-
Other	63,978	15,000	15,000	-
Total Revenues	195,241	131,565	87,200	-34%
Net Tax Support	$17,510,728	$18,351,581	$17,680,747	-4%
Permanent FTEs	14.00	14.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	14.00	15.00	

PERFORMANCE MEASURES

Housing Grants

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average amount families have available each month for non-rental expenses with and without a Housing Grant	$1,419/ $883	$1,363/ $798	$1,358/ $779	$1,431/ $890	$1,440/ $890	$1,450/ $900
Average amount people with disabilities have available each month for non-rental expenses with and without a Housing Grant	$656/ $35	$644/ $10	$657/ $18	$680/ $35	$680/ $35	$685/ $34
Average amount people aged 65+ have available each month for non-rental expenses with and without a Housing Grant	$712/ $209	$662/ $143	$663/ $128	$679/ $136	$670/ $136	$672/ $135

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of households served per month	1,178	1,219	1,302	1,299	1,289	1,279
Total number of new applications processed	1,650	1,647	1,624	1,404	1,500	1,500
Percent of initial applications processed accurately according to Housing Grant policies	95%	93%	93%	93%	93%	93%
Percent of ongoing reviews processed accurately according to Housing Grant policies	95%	96%	97%	95%	95%	96%
Percent of initial applications processed on time according to Housing Grant policies (within 60 days)	94%	97%	96%	96%	96%	96%
Percent of ongoing reviews processed on time according to Housing Grant policies	95%	98%	98%	96%	96%	97%

- The minimum age requirement increased from age 62 to age 65 in FY 2014.
- The number of new applications processed is expected to increase in FY 2017 and FY 2108. However, the number of households served is expected to decrease slightly due to fewer households being eligible for the program.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Real Estate Tax Relief

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual number of households approved	1,054	997	940	932	917	908
Number of applications processed	1,143	1,087	1,022	1,012	1,000	981
Real Estate Tax Relief deferred/exempted revenues (reported by calendar year)	$4,299,041	$4,232,471	$4,218,957	$4,163,132	$4,250,000	$4,400,000

- Deferred/exempted revenues are projected to increase in FY 2017 and FY 2018 even though number of applications processed and number of households approved are expected to decrease during that time period due to increasing property values.
- Real Estate Tax Relief program is being studied and possible policy changes may impact program participation in FY 2018.

Homeless and Shelter Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of individuals exiting shelters to permanent housing excluding emergency weather beds	24%	34%	17%	36%	38%	40%
Percent of adults in family shelter leaving the program with maintained or increased income	42%	34%	45%	75%	80%	80%
Percent of families exiting shelters to permanent housing	87%	82%	75%	82%	85%	85%
Percent of individuals housed at the shelters serving adults only who leave with increased or maintained income excluding emergency weather beds	10%	18%	N/A	66%	70%	75%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of individuals housed at the shelters serving adults only excluding emergency weather beds	186	172	160	283	270	270
Number of individuals using the emergency weather beds at the HSC	428	464	454	128	130	130
Number of people housed at the family shelters	155	195	203	180	185	185

- The percent of individuals housed at the shelter serving adults only who leave with increased income is not available for FY 2015, as exit information was not consistently collected for all individuals who exited. This was due to the implementation of a new Homeless Management Information System (HMIS). Data collection has improved, and this information is available in FY 2016.
- The projected decrease in the number of individuals housed at the shelters serving adults only excluding emergency weather beds is due to staff being able to get more individuals into permanent supportive housing and a slow decline in the number of homeless individuals overall.
- In FY 2016, the measure “Number of individuals using the Emergency Winter Shelter” was updated to “Number of individuals using the emergency weather beds at the HSC.”
- In early FY 2016, the Emergency Winter Shelter was replaced by the new Homeless Services Center. As a result, the individuals previously counted as "using the Emergency Winter Shelter" will be captured in the "number of individuals housed at the shelters serving adults only excluding emergency weather beds".
- The A-SPAN Homeless Services Center (HSC) opened in October 1, 2015, more than doubling the capacity for homeless individuals.
- The increase in year-round shelter beds for homeless individuals beginning October 1, 2015, has reduced the count of emergency weather beds. HSC has 25 emergency weather beds.
- The 2016 HMIS Progress Report captures only whether income has been maintained or increased. Data for 2013-2015 measures percent that increased income, but does not include percent that maintained income.

Supportive Housing

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number and percent of Permanent Supportive Housing (PSH) tenants served who have remained in PSH or other permanent housing. Goal: 90%	225/85%	251/81%	282/79%	233/92%	277/92%	277/92%
Number and percent of approved applicants who obtained housing. Goal: 65%	153/78%	194/77%	260/81%	59/57%	72/65%	72/65%
Number and percent of randomly audited cases indicating that appropriate support services were provided to maintain tenants in housing. Goal: 70% of charts will include full documentation of efforts to provide appropriate level of intervention	10/33%	22/50%	15/34%	26/50%	31/60%	39/65%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of occupied households in PSH at fiscal year-end	180	190	201	220	250	260
Number and percent of Committed Affordable Units secured for PSH. Goal: 8%	13/24%	31/9%	25/7%	9/4%	18/8%	18/8%
Median number of months from application approval to move-in for new tenants. Goal: 3 months	3	5	7	4	4	4
Number and percent of quarterly home visits conducted. Goal: 95%	632/89%	682/90%	520/65%	715/82%	826/85%	867/85%
Number and percent of leasing office staff surveyed who are satisfied with PSH services. Goal: 90%	13/93%	25/83%	8/89%	17/100%	18/90%	22/90%

- Number and percent of PSH tenants served who have remained in PSH or other permanent housing was revised in FY 2016 to report the tenants served during FY 2016 in PSH who remained in permanent housing at the end of the fiscal year. Data was collected on tenants who were housed in PSH at any time during FY 2016. For prior years, data for tenants served in previous fiscal years was included.
- Number and percent of approved application who obtained housing was revised in FY 2016 to report the applicants served during FY 2016. For prior years, data for applicants served were cumulative since FY 2010. The number is projected to increase in FY 2017 and FY 2018 due to the addition of 30 units that are funded by the Virginia Department of Behavioral Health and Development Services, eight until at Union on Queen, 11 at the Springs and one at the Spectrum and accounting for some unit turnover.
- Audited cases may fully document, partially document, or fail to document efforts to provide or arrange for appropriate support services to maintain tenants in housing. In FY 2015, 34 percent of randomly audited cases fully documented and 66 percent partially documented efforts to provide services to maintain tenants in housing. Decrease in number and percent

of cases fully documenting attempts to provide services to maintain tenants in housing is attributed to home visits not being done every 90 days, which is now part of the definition of full documentation. In FY 2016, 50 percent of randomly audited cases were fully documented and 42 percent were partially documented.

- Number of occupied households in Permanent Supportive Housing at fiscal year-end reflects households subsidized by local or federal funds. The number includes current households, households filling new units, and households filling vacant units.
- Committed Affordable Units (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 County funds. In addition to the 9 units secured through the traditional development process, PSH also secured 10 additional units paid by DBHDS These units are existing CAFs and not part of the current development process, and so were excluded from this measure.
- In FY 2015, the median number of months from application approval to move-in for new tenants increased due to construction delays for the Shell and Buckingham Village units, which accounted for 23% of all placements.
- Number and percent of home visits conducted was revised in FY 2015 to track the percent of home visits conducted every 90 days, as opposed to every quarter, in order to more accurately measure the frequency of home visits.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Rapid Re-Housing

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of people assisted with a housing subsidy and case management annually	210	209	189	173	175	175

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average length of stay in months for people leaving the program	12	18	11	10	10	10
Percent of adult who leave with increased or maintained income at program exit	30%	19%	49%	75%	75%	75%

- In FY 2016, the income measure changed to maintained or increased income due to change in HMIS report. Data for 2013-2015 measures percent that increased income, but does not include percent that maintained income.
- Rapid Rehousing programs include Doorways Homestart and Bridges to Independence Adopt a Family. A portion of Homestart households receive financial assistance from local and state programs.

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 and access to medical care 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.

Medicaid

- Increase access to health care by providing health insurance to qualified low income residents who are elderly, disabled, blind, pregnant, or are children under 19 years old.

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 costs by paying a portion of their primary fuel and cooling 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.
- Child Day Care Subsidy Program.
- Provide a childcare subsidy mandated for Temporary Assistance to Needy Families (TANF) and Virginia Initiative for Employment not Welfare (VIEW) recipients with eligible children and other low-income working families earning up to 185 percent of the federal poverty level.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to reductions in the Auxiliary Grants ($11,560) and Refugee Resettlement Programs based on FY 2016 service levels ($13,875).

↑ Federal share revenue increases due to an increase in VDSS Admin based on an increase in federal reimbursement for various administrative and eligibility services ($38,213) and the Outstationed Eligibility Worker Program ($15,821), partially offset by a decrease in the

Refugee Resettlement Program reimbursement grant based on FY 2016 service levels ($13,875).

↑ State share revenue increases due to the projected increase in state reimbursement for various administrative and eligibility services ($120,268), partially offset by a decrease in the Auxiliary Grants Program ($9,248).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,268,472	$4,249,764	$4,330,259	2%
Non-Personnel	985,609	1,106,744	1,081,309	-2%
Total Expenditures	5,254,081	5,356,508	5,411,568	1%
Federal Share	2,327,766	2,121,261	2,161,420	2%
State Share	943,377	1,127,133	1,238,153	10%
Other	34,722	-	-	-
Total Revenues	3,305,865	3,248,394	3,399,573	5%
Net Tax Support	$1,948,216	$2,108,114	$2,011,995	-5%
Permanent FTEs	48.25	48.25	48.25	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	48.75	48.75	48.75	

PERFORMANCE MEASURES

Public Assistance Bureau

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of financial (TANF and General Relief) applications processed accurately	100%	97%	97%	97%	97%	97%
Percent of financial (TANF and General Relief) applications processed on time	99%	97%	98%	99%	99%	99%

General Relief

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of households assisted with General Relief Maintenance per month	79	87	86	93	90	90
Average number of households assisted with General Relief Medical per month	48	50	50	25	25	25

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
General Relief Maintenance Expense	$133,727	$172,902	$150,884	$215,208	$215,000	$215,000
General Relief Medical Expense	$91,897	$97,164	$88,836	$24,501	$24,500	$24,500
Number of General Relief Maintenance applications processed annually	234	267	257	200	200	200

- 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, thereby affecting the annual General Relief Maintenance Expense. In FY 2016, the SSI reimbursement level was reduced, therefore the General Relief Maintenance Expense increased.
- General Relief Medical Expense decreased in FY 2016 due to the Governors Access Plan insurance which provides prescription coverage to a large number of General Relief Maintenance clients thereby reducing the applications, clients, and expenses paid through the General Relief Medical coverage.

Auxiliary Grants

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of persons assisted per month	81	82	79	75	75	75
Number of applications processed	11	16	16	15	15	15
Percent processed within 45 days	100%	94%	100%	97%	97%	97%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Auxiliary Grant expense	$517,459	$558,451	$538,065	$498,907	$490,000	$490,000

- The average number of persons assisted per month in FY 2015 has been corrected.
- The decrease in Auxiliary Grant expense in FY 2016 was due to a reduction in active participants
  that leave the program due to changes in circumstances such as relocation, household composition, and income.

Supplemental Nutrition Assistance Program (SNAP)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of eligible people participating in SNAP Program in June of each year	37%	38%	36%	35%	34%	34%
Amount of benefits issued in June of each year	$998,265	$923,257	$892,628	$825,964	$850,000	$850,000

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of households participating in June of each year	5,012	5,037	4,697	4,455	4,500	4,500
Number of applications processed each year	3,202	2,918	2,783	2,642	2,675	2,675
Percent of applications processed within timeframe	100%	99%	99%	99%	99%	99%
Percent of cases calculated correctly that were reviewed locally (FFY)	91%	96%	95%	90%	90%	90%

- As a result of the reinstatement in FY 2015 of the Able Bodied Adults Without Dependent Children provision in state policy, the number of households/percent of eligible people participating in the SNAP Program in June of each year, as well as the amount of benefits issued in June of each year, decreased. This policy requires that participants in this program must be involved in a work activity. Participants who do not meet this criteria can only receive three months of benefits in a 36 month period.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Medicaid

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average monthly caseload	9,787	10,106	10,726	12,408	12,500	12,500
Number of applications processed	3,594	4,435	4,206	3,729	3,750	3,750
Percent processed within timeframe	100%	96%	98%	99%	97%	97%

- The average monthly caseload increased in FY 2015 and FY 2016 due to the implementation of the Affordable Care Act.
- The percent of applications processed within the timeframe in FY 2015 has been corrected.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Temporary Assistance for Needy Families

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Amount of income available to meet basic needs with/without a subsidy	$482/$165	$481/$159	$528/$207	$667/$116	$667/$116	$667/$116
Number/percent of VIEW participants engaged in a work activity	190/94%	180/92%	167/93%	151/94%	152/95%	152/95%
Percent of VIEW participants still employed after three months	69%	65%	60%	65%	70%	70%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of applications processed	564	519	506	406	400	350
Percent of cases that were paid accurately (internal audit)	100%	97%	97%	98%	99%	99%
Percent of initial applications processed on time	99%	97%	98%	100%	99%	99%
Percent of redeterminations processed on time	99%	99%	97%	95%	96%	96%
Unduplicated households receiving benefits	478	416	374	352	325	300
Unduplicated individuals receiving benefits	1,315	1,107	1,008	978	800	700

- Amount of income available to meet basic needs with TANF increased in FY 2016 due to COLA of 2.5% provided by the state.
- The number/percent of VIEW participants engaged in a work activity in FY 2015 has been revised.
- The number of unduplicated households receiving benefits in FY 2015 has been revised due to a delay in receiving data from the Virginia Department of Social Services.
- The unduplicated households receiving benefits are projected to decrease due to eligibility restrictions. People may only receive TANF for a total of 60 months, and only for 24 successive months, at which point they are ineligible to receive a benefit for two years.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Energy Assistance

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of applications processed	1,473	1,549	1,717	1,810	1,800	1,800
Percent processed by deadline	100%	100%	100%	100%	100%	100%
Yearly number of households assisted	1,563	1,515	1,454	1,492	1,500	1,500

Refugee Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average monthly households assisted	21	12	17	8	8	8
Number of applications processed	49	38	26	19	17	17
Percent processed within 45 days	100%	100%	100%	100%	100%	100%
Refugee Services expense	$64,862	$36,348	$47,120	$30,371	$30,000	$30,000

- The number of applications processed each year depends upon the awarding of refugee status by the State Department.

Child Day Care Subsidy Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Amount of income available for non-childcare expenses with/without subsidy - Fee-based families	N/A	N/A	$1,283/$464	$1,510/$302	$1,510/$302	$1,510/$302
Amount of income available for non-childcare expenses with/without subsidy - Head Start families	N/A	N/A	$1,198/$676	$1,633/$564	$1,633/$564	$1,633/$564

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children receiving subsidy from local funds (County)	31	0	0	6	3	3
Number of subsidized children in Head Start	109	162	162	92	39	39
Number of subsidized children in low-income working families	295	261	204	113	100	100
Number of subsidized children whose families receive public assistance	66	161	131	64	50	50
Percent of cases that were paid accurately (internal audit)	100%	95%	100%	95%	95%	95%
Percent spent/Total amount of initial allocation for children in low-income working families	88%/ $1,680,193	83%/ $1,486,154	78%/ $1,827,817	81%/ $1,538,218	81%/ $1,600,000	81%/ $1,600,000
Total number of children receiving day care subsidy	501	584	497	269	189	189

- 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. Several performance measures were new for FY 2015 and no prior year data is available.
- In FY 2014, the number of children receiving subsidies from local funds decreased due to the fact that all locally-funded cases were transferred to state funding. In FY 2016, we had an increase in the number of immigrant family children who did not qualify for state funding.

- In FY 2013, the total number of children receiving day care subsidy included local funds. Effective FY 2014, the measure excludes children receiving local funds
- The FY 2016 reduction in the number of subsidized children in Head Start decreased due to a change in state policy mandating that no additional children be added to the program due to funding reductions. New families were added to the fee program wait list. During SFY 2016, new state policy mirroring TANF policy was introduced requiring childcare families to refer absent parents to the Division of Child Support Enforcement Office. Many families receiving childcare subsidy declined services when informed of this policy at their annual review. This resulted in a decrease in subsidies to families receiving public assistance.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 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 as a Second Language 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.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer of a Human Services Clinician II ($97,570, 1.0 FTE) to the Community Assistance Bureau, staff vacancies filled at lower salary levels, partially offset by salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to the transfer of operating supplies ($2,320) to Management and Administration.

↓ State share revenue decreases due to the reduction in One Stop Workforce Center co-location revenue from the Northern Virginia Community College (NVCC) ($25,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,955,163	$3,160,011	$3,142,666	-1%
Non-Personnel	1,872,917	1,510,428	1,508,108	-
Total Expenditures	4,828,080	4,670,439	4,650,774	-
Federal Share	1,443,157	945,660	945,660	-
State Share	16,288	47,084	47,084	-
Other	101,521	100,000	75,000	-25%
Total Revenues	1,560,966	1,092,744	1,067,744	-2%
Net Tax Support	$3,267,114	$3,577,695	$3,583,030	-
Permanent FTEs	32.39	32.25	31.25	
Temporary FTEs	-	-	-	
Total Authorized FTEs	32.39	32.25	31.25	

PERFORMANCE MEASURES

Arlington Employment Center

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/percent of case managed clients placed in employment	671/72%	573/80%	531/76%	503/76%	450/75%	475/77%
Average wage at placement for case managed clients	$14.95	$16.09	$16.86	$15.81	$14.00	$15.00
Number/percent of case managed clients employed who maintain employment for at least six months	536/80%	481/84%	446/84%	397/79%	450/78%	475/79%

EMPLOYMENT SERVICES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of newly enrolled case managed clients	938	718	703	663	600	625
Number of months from enrollment to employment for case managed clients who found jobs	5.5	5.0	5.0	5.0	5.0	5.0
Number of visits to Resource Room through Job Seeker Services	13,153	13,668	12,205	8,806	9,200	9,300
Percent of customers responding to a survey who reported high satisfaction	96%	97%	97%	97%	97%	97%
Number of Employer Events	95	95	95	80	85	85
Number of employers exhibiting at Arlington Teen Summer Expo	48	44	57	56	56	56
Number of students who attend Arlington Teen Summer Expo	1,030	772	900	1,322	1,400	1,400
Number of opportunities posted at Arlington Teen Summer Expo	177	202	231	113	235	245
Number of job readiness workshops facilitated by AEC Youth Program staff	59	51	76	59	50	50
Number of students attending job readiness workshops facilitated by AEC Youth Program staff	1,366	1,011	1,136	1,331	1,300	1,300
Satisfaction rate among Arlington Teen Summer Expo exhibitors	100%	100%	100%	100%	100%	100%
Satisfaction rate among Arlington Teen Summer Expo youth participants	N/A	N/A	92%	93%	95%	95%

- Projected job placement rates for FY 2017 and FY 2018 are established by target goals outlined in the grants that fund job placement programs.
- In FY 2014, FY 2015, and FY 2016, the average wage at placement for Intensive Services clients remained high as a result of the "Veterans to IT" program; participants in this program had an average wage at placement of approximately $86,000/year.
- The number of students attending the Arlington Teen Summer Expo increased significantly in FY 2016 due to enhanced marketing efforts, student outreach, and greater coordination with Arlington Public Schools. This trend is expected to continue in FY 2017 and FY 2018.
- For FY 2016, the number of opportunities posted at Arlington Teen Summer Expo declined due to a tracking system error.
- FY 2013 – FY 2015 actuals for the number of job readiness workshops facilitated by AEC Youth Program reflected both in-school and out-of-school youth. In FY 2016, federal funding for youth program shifted to focus more on out-of-school youth. This led to a lower number of workshops held for youth in-school which will continue going forward.
- Satisfaction rate among Arlington Teen Summer Expo youth participant was new for FY 2015, and no prior year data is available.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

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 and test emergency response plans.

Occupational Health

- Ensure a healthier County workforce.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of an Administrative Technician ($70,792, 1.0 FTE) from the School Health Bureau, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($64,229), insurance premiums ($4,160), and an increase for contractual services ($2,549). These increases are partially offset by the transfer of Sequoia Plaza Water Utility ($1,879) to Departmental Management and Leadership, and the transfer of contractual services ($10,000) to the Laboratory Services Bureau.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,991,440	$2,724,481	$2,899,222	6%
Non-Personnel	2,268,924	2,361,153	2,420,212	3%
Total Expenditures	5,260,364	5,085,634	5,319,434	5%
Federal Share	117,854	-	-	-
State Share	898,151	1,373,843	1,373,843	-
Total Revenues	1,016,005	1,373,843	1,373,843	-
Net Tax Support	$4,244,359	$3,711,791	$3,945,591	6%
Permanent FTEs	33.50	22.50	23.50	
Temporary FTEs	1.50	1.50	1.50	
Total Authorized FTEs	35.00	24.00	25.00	

PERFORMANCE MEASURES

Emergency Preparedness and Response (EP&R)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of emergency exercises and drills which Division staff conducted or in which staff participated	9	15	12	10	10	10
Percent compliance with annually required data reported to the Centers for Disease Control	100%	100%	100%	100%	100%	100%
Percent compliance with Centers for Disease Control standards for planning and management of medical material (Strategic National Stockpile)	97%	97%	N/A	N/A	N/A	N/A
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 and IS700)	97%	95%	93%	93%	93%	93%
Total Number of active Medical Reserve Corps volunteers	342	415	415	448	415	415

- 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.
- The percent compliance with Centers for Disease Control (CDC) standards for planning and management of medical materials has been eliminated by the CDC. The CDC is creating a new evaluation process for local public health agencies. The CDC did not conduct evaluations in FY 2015 and FY 2016. New standards are expected but have not yet been announced.
- 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 next PPHR review is in FY 2019.

- 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 of new staff. Recently hired staff might not have completed their training by the point at which the data is reported.
- The overall increase in the number of MRC volunteers from FY 2013 to FY 2016 is likely due to the outreach efforts of the part-time grant funded coordinator. The projected decrease in FY 2017 and FY 2018 is due to some volunteers having moved out of the area and the anticipation that some volunteers currently on the roster may not complete the required enhanced training.

Occupational Health

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of County employees attending Occupational Safety and Health (OSHA) required trainings	1,203	1,086	608	199	199	199
Percent of County employees receiving follow-up referrals after health risks were detected on screening	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
County employee attendance at worksite health or safety (non-OSHA) programs	543	1,319	888	1,237	1,237	1,237
Number of County employees screened for health and safety risks who were able to perform the job	2,658	2,553	2,903	2,493	2,500	2,500
Number/percent of OSHA defined abnormal hearing tests getting appropriate follow-up	11/100%	9/100%	5/100%	1/100%	1/100%	1/100%
Percent of all County employees screened for work health and safety risks who were able to perform the job	99%	99%	99%	100%	99%	99%

- The number of County employees attending OSHA required trainings has decreased since FY 2013 because fewer in-person classes have been conducted by Risk Management and fewer employees have signed up for on-line trainings. The estimates for FY 2017 and FY 2018 are based on FY 2016 actuals.
- The number of County employees attending worksite health or safety (non-OSHA) programs fluctuates from year to year based on the types of programs offered. The number increased between FY 2013 and FY 2014 because of the on-line availability of the majority of non-OSHA required courses. This measure decreased in FY 2015 because a "County Safety Day" training was not held during the fourth quarter, on-line course offerings remained unchanged from the previous year, which reduced the demand for these non-mandatory courses, and the Occupational Health nurse position was vacant for four months, reducing the availability of

certain programs. The increase in FY 2016 was due to the popularity of the "Run, Hide, Fight" training on how to deal with an armed intruder and the return of one County Safety Day training. The estimates for FY 2017 and FY 2018 are based on FY 2016 actuals.

- 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. Some of the increase in FY 2015 was the result of new and more stringent criteria regarding Department of Transportation (DOT) and Commercial Driver's License examinations. The majority of the decrease in FY 2016 was due to more staff having received a two year versus one year DOT certification.
- The number/percent of OSHA defined abnormal hearing tests getting appropriate follow up varies from year to year.

Management and Administration

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of budgeted third party revenue received	91%	98%	98%	98%	98%	98%

- Third party revenue collections increased in FY 2014 due to improved collection tracking and adjustments to the revenue targets.

COMMUNITY HEALTH SERVICES

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 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, adults age 60 and older, and adults referred from the Refugee Clinic.

COMMUNITY HEALTH SERVICES

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of a Public Health Nurse ($113,445, 1.0 FTE) from the Community Health Protection Bureau and a Clinic Aide ($85,349, 1.0 FTE) from the School Health Bureau, employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the transfer in of contractual services funds ($81,000) from the Community Health Protection Bureau.
- ↓ Fee revenue decreases due to a reduction in anticipated revenues from maternity clients fees ($17,213) and Maternity Medicaid ($3,066), as well as a projected decrease in family planning client fees ($11,706). These decreases are partially offset by an increase in Family Planning Medicaid revenue ($2,073).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,564,034	$5,172,023	$5,544,967	7%
Non-Personnel	656,559	679,247	760,247	12%
Total Expenditures	5,220,593	5,851,270	6,305,214	8%
Fees	132,557	171,283	141,371	-17%
Federal Share	737,262	743,093	743,093	-
State Share	1,634,462	1,129,481	1,129,481	-
Total Revenues	2,504,281	2,043,857	2,013,945	-1%
Net Tax Support	$2,716,312	$3,807,413	$4,291,269	13%
Permanent FTEs	44.63	53.50	55.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	44.63	53.50	55.50	

PERFORMANCE MEASURES

Family Planning Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total clients served	3,056	2,854	2,762	2,569	2,450	2,450
Total number of client visits	6,092	5,486	5,254	4,829	4,600	4,600
Total number of outreach events	17	29	39	37	37	37
Percent of teens encouraged to have parental involvement in their decisions regarding reproductive health	N/A	N/A	N/A	100%	100%	100%
Average total wait time for family planning visits (in minutes)	N/A	44	44	44	44	44
Percentage of clients responding to an annual survey who report satisfaction with services	98%	98%	97%	98%	98%	98%

- The decrease in clients served since FY 2013 is likely due to a combination of two factors: the decrease in the number of uninsured women living in Arlington and the increase in the availability of insurance due to the Affordable Care Act (ACA).
- The decrease in the number of visits per year since FY 2013 is commensurate with the decrease in the number of clients served.
- The overall increase in the number of outreach events since FY 2013 is due to increased focus on outreach opportunities to reach potential clients. FY 2017 and FY 2018 estimates are based on current staffing capacity.
- Title X is a Federal program designed to provide contraceptive supplies and information to all who want and need them, with priority given to persons from low-income families.
- The percent of teens encouraged to have parental involvement in their decisions regarding reproductive health is a new measure which began in the fourth quarter of FY 2016 (April – June) and is a Title X requirement that teens be encouraged to involve their parents in these decisions.
- The Average Total Wait Time is below the Federal Title X requirement that wait time not exceed 60 minutes.

Maternity Care

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of low birth weight infants born to clients served through 36 weeks	2.4%	2.4%	4.0%	4.9%	4.9%	4.9%
Percent of pre-term deliveries among clients served through 36 weeks	3.6%	3.4%	5.8%	4.9%	4.9%	4.9%
Percent of women enrolling in prenatal care in the first trimester of pregnancy	68%	65%	65%	67%	67%	67%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total clients served	803	750	746	731	730	730
Total client visits	4,987	4,433	4,743	4,666	4,672	4,672
Percent of clients who got all critical tests on time at admission visit	99%	99%	100%	100%	100%	100%
Percent of clients who got all critical tests on time at first clinician visit	99%	100%	100%	100%	100%	100%
Percent of clients who got all critical tests on time between 15 and 21 weeks	99%	100%	99%	99%	99%	99%
Percent of clients who got all critical tests on time between 24 and 28 weeks	95%	95%	96%	95%	95%	95%
Percent of clients who got all critical tests on time between 35 and 37 weeks	100%	100%	100%	100%	100%	100%
Client satisfaction with services (annual survey)	99%	100%	99%	100%	100%	100%
Percent of clients who received services in their preferred language	99%	98%	97%	100%	100%	100%

- 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 2013 is likely due to a combination of two factors: the decrease in the number of uninsured pregnant women living in Arlington and the increase in the availability of insurance due to the Affordable Care Act (ACA).
- The increase in total client visits between FY 2014 and FY 2015 was due to two factors: data on walk-in visits by maternity clients began to be included in the total client visits (accounting for approximately two thirds of the increase in total visits); and a weekly treatment to prevent pre-term labor was prescribed more frequently than in prior years, based on individual client characteristics and needs. The decrease in the number of client's visits between FY 2015 and FY 2016 is commensurate with the decrease in the number of clients. The reason for the decrease in the number of clients served is discussed above.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Immunization Clinic

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total clients served (all services)	3,397	4,225	3,986	4,079	4,079	4,079
Total visits (all services)	5,254	6,409	6,829	6,874	6,874	6,874
Total OIC Services: immunizations (including flu) and TSTs administered	7,879	11,926	12,399	13,601	13,600	13,600
Cases of reportable vaccine-preventable diseases among Arlington children and adults immunized at Immunization Clinic	2	2	0	0	0	0

- Data include services provided at the Open Immunization Clinic (OIC) only.
- Tuberculin Skin Tests (TST), which are used to identify the presence of the bacterium that causes Tuberculosis (TB), are administered at OIC. A TST requires two visits to the clinic, one to apply the skin test and a second, 72 hours later, to read the results.
- The numbers in all of the following categories increased between FY 2013 and FY 2014 due to the transfer to OIC of clients formerly served by Ready Families, a School Health Bureau program which closed in FY 2013: Total clients served (all services); Total visits (all services); and Total OIC services.
- This program has a performance measurement plan in place for services provided at OIC, excluding influenza vaccine and TST. The plan measures whether appropriate vaccines are offered at the time of the clinic visit children aged seven to under 19 years old.
- You can read this program's complete FY 2016 performance measurement plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of cases meeting eligibility processing standards	100%	100%	100%	100%	100%	100%
Percent of underweight children ages 2 to 5 moving towards a healthier weight	63%	77%	86%	92%	92%	92%
Percent of overweight children ages 2 to 5 moving towards a healthier weight	30%	31%	38%	24%	34%	34%
Percent of Women, Infants and Children (WIC) breastfeeding infants who were ever breastfed	82%	88%	88%	89%	89%	89%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 6 months	52%	52%	54%	42%	42%	42%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 1 year	31%	29%	19%	21%	21%	21%
Percentage of clients responding to an annual survey who agreed or strongly agreed that the information they received was clear	99%	99%	99%	99%	95%	95%
Percentage of clients responding to an annual survey who report overall satisfaction with services	99%	99%	99%	99%	95%	95%
Percent of clients responding to an annual survey who said that services were provided in an easily understood language	100%	99%	98%	98%	100%	100%
Monthly average number of active clients	3,193	2,848	2,708	2,618	2,600	2,600

- All data collected for FY 2013 was collected through the WICNet system only. Data for FY 2014 was obtained through both the WICNet system and its replacement, Crossroads. Data for FY 2015 and subsequent years was obtained through the Crossroads system only.
- 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. Note: This measure was instituted in October 2012, therefore the percentage for FY 2013 only includes nine months of data.
- The number of underweight children ages two to five moving toward a healthier weight is small (16 or less in each year), therefore even small changes in the number of underweight children often account for the variations in percentages. While the percentage increased in FY 2016, data review did not reveal a specific cause for the change.
- The percent of overweight children ages two to five who are overweight moving toward a healthier weight decreased between FY 2015 and FY 2016. Data review did not reveal a specific cause for the change.
- The percent of WIC breastfeeding infants who were ever breastfed increased between FY 2013 and FY 2014 and has remained stable. Data review did not reveal a specific cause for the change.
- The percent of WIC breastfeeding infants who are breastfed at 6 months decreased between FY 2015 and FY 2016. This change may be attributable to two factors: 1) the continued impact of the FY 2014 decrease in state funding, which reduced the number of staff and therefore the

number of telephone contacts with WIC breastfeeding mothers; and 2) the January 2016 implementation of a new tracking mechanism whose reliability is still being determined.

- The percent of WIC breastfeeding infants who are breastfed at one year decreased between FY 2014 and FY 2015 due to a decrease in staff telephone contacts with WIC breastfeeding mothers. There was a reduction in the grant funding for the breastfeeding peer counselors who made these telephone contacts. Without these additional staff making these telephone contacts, this percentage is expected to remain at the lower level.
- The overall decrease in the monthly average number of WIC clients reflects eligible clients relocating outside of Arlington for economic reasons.
- This program has a performance measurement plan. You can read this program's complete FY 2016 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Chlamydia rate per 100,000 population	260	307	357	414	414	414
Number of new Chlamydia cases	553	655	804	897	897	897
Gonorrhea rate per 100,000 population	46	51	68	67	67	67
Number of new Gonorrhea cases	105	110	155	146	146	146
Syphilis rate per 100,000 population	14	17	17	21	21	21
Number of new Syphilis cases	31	37	34	46	46	46
Perinatal Hepatitis B cases	11	11	12	17	17	17
HIV rate per 100,000 per population	20	30	20	10	25	25
Number of new HIV cases	45	65	45	24	24	24
Total number of HIV tests performed	2,062	1,993	1,678	1,738	1,700	1,700
Number of HIV positive clients receiving AIDS Drug Assistance Program services	186	216	120	119	119	119
Total number of sexually transmitted disease clinic visits (includes HIV)	2,646	2,431	2,301	2,275	2,275	2,275
Percent of patients completing satisfaction surveys indicating satisfaction with services	95%	100%	100%	98%	100%	100%

- The above rates were calculated using the July 1, 2016 population estimates from the Arlington County Department of Community Planning and Housing Development.
- Data on the number of new cases is from the Virginia Department of Health (VDH).
- FY 2017 and FY 2018 estimates for disease rates are calculated based on July 1, 2015 Census Bureau data.
- Overall, the number of cases of each sexually transmitted infection varies from year to year based on individual client characteristics. The FY 2014 - 2016 increases in the number of Chlamydia, Gonorrhea and Syphilis cases and the decrease in the number of new HIV cases mirrors regional trends.
- The total number of HIV tests performed varies from year to year based on individual client characteristics. The overall decline in this measure between FY 2013 and FY 2016 is related to the overall decline in the number of STI clinic visits for the same period. The increase between FY 2015 and FY 2016 was the result of several community outreach events.

- The number of HIV positive clients receiving AIDS Drug Assistance Program (ADAP) services has varied for several reasons. The number increased between FY 2013 and FY 2014 because the state allowed more individuals to be enrolled as a "bridge" until their Affordable Care Act (ACA) benefits became effective in November, 2014. The number decreased between FY 2014 and FY 2015 as these individuals became enrolled in ACA. The number of clients served by the ADAP may continue to decrease as ACA enrollment increases.
- The total number of sexually transmitted infections (STI) clinic visits varies based on individual client needs and prescribed protocols.
- The ADAP program has a performance measurement plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Dental Clinic

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total client visits	1,863	1,880	1,884	1,856	1,850	1,850
Total number of clients	759	753	745	760	750	750
Percentage of clients that indicated overall satisfaction with Dental clinic	N/A	100%	100%	100%	100%	100%
Percentage of clients that indicated that information was clear	N/A	100%	100%	100%	100%	100%
Percentage of clients that indicated that they were able to get an appointment when needed	N/A	98%	95%	86%	86%	86%
Percentage of adult appointment slots utilized by adults	N/A	88%	90%	89%	89%	89%
Percentage of children's appointments slots utilized by children	N/A	64%	65%	68%	68%	68%
Percentage of open appointment slots (both adult and children) utilized	N/A	84%	87%	93%	90%	90%
Percentage of all clinic appointment slots utilized	N/A	85%	87%	86%	85%	85%
Number/percent of preventive visits at which clients who were offered and received all appropriate preventive care	N/A	N/A	784/97%	790/98%	790/98%	790/98%
Number/percent of clients completing corrective treatment plan within 6 months	N/A	N/A	146/81%	402/86%	400/86%	400/86%
Number/percent of clients who return for a new preventive treatment plan in 12 months	N/A	N/A	89/52%	480/59%	480/59%	480/59%

- Some performance measures for the Dental Clinic were new for FY 2014 and FY 2015 and no prior data is available.
- 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.
- The percentage of clients that indicated that they were able to get an appointment when needed decreased between FY 2015 and FY 2016. Ninety-nine percent of children obtained an appointment when needed; clients age 60 and over experienced a delay. During FY 2016,

an additional community-based organization began sharing the dental suite. This meant that the second of the two chairs in the suite became unavailable to DHS for a greater portion of each week. The net result was that more uninsured Arlingtonians obtained access to dental care. However, DHS adult clients experienced some delay in getting follow up appointments.

- Adults utilized the majority of their appointment slots and most of the open slots in FY 2016.
- Utilization of appointment slots reserved for children increased slightly in FY 2016. This is likely due to increased outreach efforts, particularly through Arlington Public Schools. Overall, however, these appointments remained underutilized. This may be because working parents may find it difficult to leave work and lose pay to bring children in for preventive dental care.
- The percentage of open appointment slots (both adult and children) utilized increased between FY 2015 and FY 2016. Data review did not reveal a specific cause for the change.
- All unused children's slots were made available to adults. This brought total utilization of all clinic appointment slots to 86 percent.
- Appropriate preventive care includes an examination, cleaning, oral hygiene education, oral cancer screening, and fluoride varnish for clients ages 13 years and younger.
- Data for clients completing a corrective treatment plan within six months is reported based on the end of the six-month period. Therefore, the data include some clients who began care in FY 2015 and completed care in FY 2016.
- The number of clients completing corrective treatment plans increased between FY 2015 and FY 2016. This measure was initiated in January, 2015; so FY 2015 only includes six months of data. FY 2016 data includes the entire year.
- The percent of clients completing corrective treatment plans increased between FY 2015 and FY 2016. Beginning in FY 2016, the plan included only those portions of the dentist's recommendations with which the client agreed to comply. Utilizing this collaborative approach may have contributed to increased completion of these plans.
- Data for clients who return for a new preventive treatment plan in 12 months includes some clients beginning initial care in FY 2015 and completing care in FY 2016.
- The number of clients who returned for a new preventive treatment plan in 12 months increased between FY 2015 and FY 2016. This measure was initiated in January 2015 so FY 2015 only includes only six months of data. FY 2016 data includes the entire year.
- The percent of clients who returned for a new preventive treatment plan increased between FY 2015 and FY 2016. Data review did not reveal a specific cause for the change.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 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 nursing 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 for uninsured students.

Parent Infant Education (PIE)

- Screen and assess developmental disabilities and delays.
- Provide physical, occupational, speech, and educational therapy.
- Coordinate services for families, assist families to access resources and provide parent support and training.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a School Nurse ($100,413, 1.0 FTE) to restore the staffing ratio of one nurse to every two schools. The School Nurse is funded from savings generated from reducing the Crystal City, Potomac Yard and Crystal City Tax Increment Financing Area (TIF) from 33 percent to 30 percent. Personnel increases also reflect employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer of an Administrative Technician ($70,792, 1.0 FTE) to Management and Administration and a Clinic Aide ($85,349, 1.0 FTE) to the Community Health Services Bureau.
- ↓ Non-personnel decreases due to a reduction in the Parent Infant Education Grant award ($143,832) and a structural decrease for budgetary realignment ($161,590).
- ↑ Fee revenue increases due to an increase in projected Medicaid reimbursements ($66,164) and other 3rd party payer revenue ($24,915).
- ↓ Federal share revenue decreases due to a reduction in the Parent Infant Education Program Grant ($143,832).

SCHOOL HEALTH

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,959,730	$5,974,724	$6,255,778	5%
Non-Personnel	895,730	1,212,484	907,062	-25%
Total Expenditures	6,855,460	7,187,208	7,162,840	-
Fees	199,525	101,882	192,961	89%
Federal Share	1,021,984	1,149,059	1,005,227	-13%
Total Revenues	1,221,509	1,250,941	1,198,188	-4%
Net Tax Support	$5,633,951	$5,936,267	$5,964,652	-
Permanent FTEs	61.72	65.52	64.52	
Temporary FTEs	-	-	-	
Total Authorized FTEs	61.72	65.52	64.52	

PERFORMANCE MEASURES

School Based Health Clinics

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of students enrolled (School enrollment as of September 30)	22,613	23,116	24,529	25,238	26,414	27,331
Students with medical notifications	N/A	6,577	7,747	8,169	8,437	8,746
Total number of clinic visits	128,701	118,189	138,567	138,465	142,372	147,326
Total vision screenings	8,116	8,181	8,795	9,767	9,800	9,800
Total hearing screenings	7,715	8,040	8,422	9,593	9,600	9,600
Percent of mass vision screenings completed	90%	92%	95%	98%	98%	98%
Percent of mass hearing screenings completed	90%	92%	93%	98%	98%	98%
Number of referrals made for services	2,048	1,579	1,929	2,062	2,000	2,000
Number of 6th grade students excluded from school for not receiving Tdap vaccination	0 of 1,596	0 of 1,598	4 of 1,696	7 of 1,830	7 of 1,960	7 of 1,887
Percent of parents responding to customer satisfaction survey indicating overall satisfaction with service	93%	90%	92%	91%	91%	91%
Percent of school staff responding to survey who indicate overall satisfaction with services	87%	90%	83%	87%	87%	87%

- School enrollment numbers are from Arlington Public Schools.
- For clinic visits, each school level Fy 2017 and FY 2018 estimate was created by calculating the average number of clinic visits per student over four years and applying that average to the APS estimate for student population at elementary, middle and high school levels.
- 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, student's ability to self-manage their chronic health care needs, and school health staffing.
- The number of clinic visits declined between FY 2013 and FY 2014. Children were seen in the clinics; however, data regarding those visits may not have been reliably entered. This is likely the result of multiple school health staff vacancies combined with the year-long transition from a paper based system to an unfamiliar electronic system (Synergy).
- The number of referrals made for services declined between FY 2013 and FY 2014 due to a redefinition of "referral" and standardization of its application across all nurses and clinic aides. The definition now includes only referrals for hearing and vision screenings and follow up to serious situations (such as head injuries) which occurred at school. Therefore, this decrease in the number of referrals was not unexpected. The number of referrals increased between FY 2014 and FY 2015. The majority of the increase was in vision referrals. This is likely the result of the implementation of improved vision screening tools.
- 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; they are not allowed to attend school until receiving the vaccination.
- The percent of school staff who indicate overall satisfaction with services declined between FY 2014 and FY 2015. This was likely the result of a reduction in the number of PHN positions and an increase in the number of PHN vacancies, which led to an increased need to rely on Arlington Public Schools (APS) staff who were designated by the principal to provide health services. PHN vacancies were filled in FY 2016 and may have contributed to the rise in school staff satisfaction between FY 2015 and FY 2016.

Parent Infant Education (PIE)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total Clients referred	420	360	448	478	478	478
New Individualized Family Service Plans (IFSPs)	268	286	271	342	342	342
Number of Active Clients (new and ongoing IFSP's, unduplicated count)	552	556	540	625	625	625
Number of assessment hours provided by PIE therapists	282	302	367	367	367	367
Number of therapy hours provided by PIE therapists	1,039	824	786	845	845	845
Number of therapy hours provided by contracted therapists	N/A	8,809	8,131	7,836	7,836	7,836

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total direct therapy hours (travel, documentation, teaming peer consultation and administrative time not included)	N/A	9,633	8,917	8,681	8,681	8,681
Percentage of clients receiving services in a language other than English	N/A	N/A	18%	19%	19%	19%
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)	213/92%	143/59%	160/70%	222/78%	285/95%	285/95%
Number/percent of clients offered to start services listed in the IFSP within 30 days of signing the IFSP	268/100%	277/97%	265/99%	334/100%	334/100%	334/100%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: positive social emotional skills	N/A	41/55%	61/64%	79/68%	79/68%	79/68%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: acquisition and use of knowledge and skills	N/A	42/68%	80/64%	107/73%	107/73%	107/73%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: use of appropriate behaviors to meet their needs	N/A	58/76%	81/70%	140/73%	140/73%	140/73%
Number/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	57/87%	71/88%	75/85%	74/81%	74/81%	74/81%
Number/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	59/89%	70/92%	81/92%	86/95%	86/95%	86/95%
Number/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	N/A	75/92%	80/91%	88/97%	88/97%	88/97%

- 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.
- The number of assessment hours provided by PIE therapists varies based on individual family/child characteristics and the time needed to perform the assessments.
- The number of therapy hours provided by PIE therapists for years FY 2013 – FY 2015 has been corrected to remove inadvertent duplication of some data.
- The number of therapy hours provided by PIE therapists declined between FY 2013 and FY 2015 due to multiple PIE staff vacancies and increased in FY 2016 as positions were filled.
- The number of therapy hours provided by contracted therapists decreased between FY 2014 and FY 2016 because the number of available contract therapists decreased.
- The total number of direct therapy hours declined between FY 2015 and FY 2016 because of the lack of availability of contract therapists. One of the area's largest vendors went out of business very suddenly in FY 2015; no other vendors have replaced that agency.
- The number/percent of children offered an IFSP within 45 days of referral decreased between FY 2013 and FY 2014 due to staff vacancies, necessitating the creation of a wait list. By May of 2014, positions were filled and 100 percent of children had an IFSP within 45 days of referral. At the end of the first quarter of FY 2015 there were staff vacancies, requiring reinstitution of a wait list. As staffing stabilizes, this percent is expected to return to FY 2013 levels. This is reflected in the FY 2017 and FY 2018 projections.
- 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 may be attributable to concerted efforts to use best-practice tools combined with improved inter-rater reliability.
- The percent of parents who agree, strongly agree or very strongly agree that early intervention services helped their family increased between FY 2013 and FY 2016. This may be attributable to the concerted focus on using best-practice tools.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 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 on site.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Pool Inspection

- Prevent the spread of waterborne infectious diseases (e.g., cryptosporidiosis) in swimming pools.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Animal and Rodent Control

- Investigate rodent complaints, educate the community on how to control rodents, and work to eliminate rodents on public property.
- Investigate animal bites to humans to prevent human rabies.
- Promote rabies vaccination among dogs and cats.

Disease Surveillance and Investigation

- Investigate potential outbreaks to limit the spread of infectious diseases (e.g., norovirus, bacterial meningitis), especially in at-risk settings (e.g., nursing homes, child care centers, homeless shelters).
- Manage clients with active or latent tuberculosis

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of a Public Health Nurse ($113,445, 1.0 FTE) to the Community Health Services Bureau and the transfer out of an Epidemiology Specialist ($46,647, 0.5 FTE) to the Psychiatric Services in the Behavioral Health Division. These decreases are partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decrease due to the transfer of contractual services funds ($81,000) to the Community Health Services Bureau.

↑ Fee revenue increases due to an increase in projected revenue from Restaurant Application Review fees ($37,733). This increase is offset by a reduction in Chest Clinic Client fees ($3,593) and Restaurant Plan Review fees ($12,500).

↓ Federal share decreases due to a reduction in the Tuberculosis Program grant ($5,000).

COMMUNITY HEALTH PROTECTION

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,057,156	$3,151,882	$3,121,783	-1%
Non-Personnel	292,549	257,658	176,658	-31%
Total Expenditures	3,349,705	3,409,540	3,298,441	-3%
Fees	323,247	325,000	346,640	7%
Federal Share	50,000	50,000	45,000	-10%
State Share	694,415	785,227	785,227	-
Total Revenues	1,067,662	1,160,227	1,176,867	1%
Net Tax Support	$2,282,043	$2,249,313	$2,121,574	-6%
Permanent FTEs	29.50	30.00	28.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	29.50	30.00	28.50	

PERFORMANCE MEASURES

Restaurant Inspection

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/percent of food establishments in enforcement process brought into compliance	87/100%	151/98%	113/98%	90/99%	90/99%	90/99%
Number of food establishments closed for imminent health hazards	11	20	23	23	23	23
Number of confirmed foodborne outbreaks associated with a licensed Arlington food establishment	0	0	1	0	Unpredictable	Unpredictable

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of Establishments	1,262	1,071	1,067	1,080	1,080	1,080
Total Number of Risk Factor Plus and Risk Factor Inspections Completed	2,248	2,250	2,247	2,145	2,145	2,145
Number of food establishment inspections per Environmental Health Specialist FTE	414	421	401	451	451	451
Number/percent of inspections completed for food establishments requiring 1 inspection per year (calendar year measure)	532/100%	511/100%	513/100%	499/100%	499/100%	499/100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/percent of inspections completed for food establishments requiring 2 inspections per year (calendar year measure)	487/77%	455/74%	694/100%	555/94%	555/94%	555/94%
Number/percent of inspections completed for food establishments requiring 3 inspections per year (calendar year measure)	684/100%	859/100%	780/100%	965/100%	965/100%	965/100%
Number/percent of inspections completed for food establishments requiring 4 inspections per year (calendar year measure)	44/100%	40/100%	56/100%	80/100%	80/100%	80/100%
Number of complaints of foodborne illness	65	72	60	70	Unpredictable	Unpredictable
Number of known affected individuals within the outbreaks	N/A	N/A	36	N/A	Unpredictable	Unpredictable
Number of Notices of Alleged Violation	82	129	105	78	78	78
Number of Fact Finding Conferences	9	28	27	20	20	20
Number of Notices of Intent to Revoke License	0	8	7	2	2	2
Number of Revocation Hearings	0	5	7	2	2	2
Number of Licenses Revoked	0	3	3	1	1	1

- 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 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 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. No trend has been observed.
- 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 FTE per year varies based on the total number of establishments, the inspection frequency protocol (see below) and the number of staff positions filled. For example, the number of inspections/FTE rose between FY 2015 and FY 2016. There were multiple staff vacancies,

therefore each available FTE was assigned more inspections. The number of inspections/FTE remains above the FDA standard of 280-320 per FTE.

- Establishments receive 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 receiving two inspections per year were the last priority because they posed the least risk due to their particular combination of risk factors.
- The number of routine and risk factor inspections of permanent food service establishments declined in the two inspections/year category within CY 2014 due to staff vacancies and/or unavailability.
- 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.
- The number of known affected individuals within the outbreaks is based solely on individuals identified as part of an official investigation by Environmental Health.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Pool Inspection

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total Year Round Water Recreational Facilities (calendar year measure)	58	60	56	55	55	55
Total Seasonal Water Recreational Facilities (calendar year measure)	236	236	240	245	245	245
Total Water Recreation Facilities (calendar year measure)	294	296	296	300	300	300
Number/percent of required inspections for Year Round Water Recreation Facilities completed (calendar year measure)	162/98%	157/94%	165/99%	158/100%	158/100%	158/100%
Number/percent of required Pre-Opening inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	235/99%	235/99%	240/100%	242/100%	242/100%	242/100%
Number/percent of required Routine inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	460/97%	471/99%	480/100%	484/100%	484/100%	484/100%

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Timeliness of database entry of inspection results	N/A	N/A	52%	78%	80%	80%
Reported illnesses, injuries or deaths associated with a licensed Water Recreational Facility (fiscal year measure)	N/A	N/A	1	10	Unpredictable	Unpredictable
Number of facility closures due to imminent health hazards	N/A	N/A	27	29	29	29

- Water Recreation Facilities (WRFs) include swimming, wading and diving pools, 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).
- Inspections of Water Recreational Facilities are calculated on a calendar year basis.
- Timeliness of database entry of inspection results is a measure that was first established in CY 2014. Data is pulled from HealthSpace, a state database. Results reported are based on a sample of records (20 percent of inspections by Environmental Health employees, 10 percent of inspections by summer contractor). Inspections conducted in November and December of 2014 were excluded, as HealthSpace was not functional and data could not be entered in a timely fashion. The increase in timeliness between FY 2015 and FY 2016 is likely due to the increased focus on this measure.
- The number of reported illnesses, injuries or deaths associated with a licensed facility and the number of facility closures due to imminent health hazards are measures that were established in FY 2015. The number of reported illnesses, injuries or deaths associated with a licensed Water Recreational Facility is dependent upon reports from those facilities.
- The 10 reported illnesses, injuries or deaths in FY 2016 were comprised of three near-drownings, two injuries and five illnesses associated with two separate outbreaks associated with WRF's. The one reported event in FY 2015 was an injury.
- 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 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Animal Control

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of animals quarantined for exposure to rabid animals or for biting humans	150	185	179	189	189	189
Number of animals vaccinated for rabies prevention	802	677	795	669	670	670

- FY 2017 and FY 2018 estimates were updated based on FY 2013 – FY 2016 actuals.

- The number of animals quarantined for exposure to rabid animals or for biting humans varies from year to year.
- 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. The drop between FY 2013 and FY 2014 was influenced by the temporary change in AWLA's vaccination clinic schedule while their building was undergoing renovation from January through March of 2014. The decrease between FY 2015 and FY 2016 was due to fewer animals having been brought to the clinic from surrounding jurisdictions.

Rodent Control Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of rodent complaints investigated	265	223	210	204	204	204
Number/percent of contacts initiated within the appropriate timeframe (one business day) regarding rodents INSIDE a residence or establishment	N/A	N/A	N/A	46/92%	46/92%	46/92%
Number/percent of contacts initiated within the appropriate timeframe (three business days) regarding rodents OUTSIDE a residence or establishment	N/A	N/A	N/A	151/97%	151/97%	151/97%
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.
- The number/percent of contacts initiated within the appropriate timeframe for service requests regarding rodents is a new measure; routine data collection began in FY 2016.

Disease Surveillance and Investigation Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of communicable disease investigations	1,195	1,210	1,253	1,370	1,200	1,200
Number of outbreak investigations conducted	29	16	18	30	20	20

- The number of communicable diseases varies from year to year, affecting the number of communicable disease investigations.
- The number of communicable disease investigations increased from FY 2015 to FY 2016 primarily because of investigations related to the Zika virus.
- The number of outbreaks varies from year to year, affecting the number of outbreak investigations conducted. In FY 2013, there were nine concurrent investigations in the January/February time period. In FY 2016, there were ten concurrent investigations in the January/March time period.

Tuberculosis Medical Case Management

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/percent of clients with active TB who completed or are on schedule to complete treatment according to protocol	N/A	N/A	19/100%	18/95%	19/95%	19/95%
Number/percent of clients with latent TB infection starting medications who completed or are on schedule to complete treatment	N/A	163/84%	240/86%	165/83%	165/83%	165/83%
LTBI treatment completion by type: INH or Rif: Number/percent of clients who completed or are on schedule to complete treatment	N/A	89/82%	126/81%	98/80%	98/80%	98/80%
LTBI treatment completion by type: 3 –HP: Number/percent of clients who completed or are on schedule to complete treatment	N/A	74/84%	114/91%	67/86%	67/86%	67/86%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of clients (unduplicated)	1,205	1,296	1,273	914	914	914
Total active cases of treatment	N/A	N/A	19	22	22	22
New active TB cases (diagnosed in Arlington or transferred from other jurisdictions)	16	12	12	14	14	14
Clients with Latent TB on treatment	N/A	197	280	200	200	200
Visits (all settings)	4,055	4,999	5,245	3,754	3,754	3,754
Directly Observed Therapy (DOT) visits	2,437	1,251	1,289	1,376	1,370	1,370
Number of children under age 6 who start TB preventive therapy	13	17	14	13	13	13
Percent of clients with active TB disease who were started on the recommended treatment regimen and initiated DOT	N/A	N/A	100%	100%	100%	100%
Percent of identified contacts to an active TB case who were assessed to determine their infectious status	N/A	N/A	91%	71%	71%	71%
Percent of clients with active TB disease who met the criteria for a safe hospital discharge to the community	N/A	N/A	100%	100%	100%	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 increase between FY 2014 and FY 2015 was due to the number of individuals beginning treatment as a result of the high school investigation described below. That investigation was atypical.
- The number/percent of clients with Latent TB Infection (LTBI) who completed or are on track to complete treatment varies with the treatment type. Treatment options include regimens of

three months (3HP), four to six months (Rif) and nine months (INH). Compliance rates are affected by individual client characteristics and prescribed protocols.

- 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 tuberculin skin tests, chest x-rays, and letters for employers certifying that they are free of active TB. There has been an overall decrease in TB clients from FY 2013 to FY 2016. However, in FY 2015, the high school investigation (see below) temporarily increased the number of clients in that age group, masking the overall downward trend. The decrease in clients between FY 2015 and FY 2016 is the result of the absence of that atypical situation, combined with the continued overall decrease in clients.
- The total number of active TB cases includes those diagnosed in the previous fiscal year as well as those newly diagnosed in the current 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 varies based on individual client needs and prescribed protocols. The high school investigation of FY 2015 (see below) caused an atypical increase in visits for that year.
- The number of Directly Observed Therapy (DOT) visits decreased from the FY 2013 high due to reduced demand for DOT for residents from other jurisdictions. Arlington provides DOT for non-residents working in the County to ensure compliance; other jurisdictions do the same.
- The number of children under six years of age starting on TB preventive therapy depends upon the number of children under six living in Arlington whose circumstances have put them at risk of developing active TB. The data for FY 2014 and FY 2015 has been updated a standardization of data evaluation.
- 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 FY 2015 percent is atypical. One of the cases investigated included 200 contacts, representing two-thirds of all contacts assessed in FY 2015. This investigation involved students at an Arlington high school, where parents ensured their children were tested and testing occurred during the school day. This is in contrast to other settings involving adult contacts. The percent of contacts assessed decreased between FY 2015 and FY 2016 because affected individuals left the area and/or documentation of follow-up was not provided. The challenge to a successful contact investigation is that there is no legal mandate to compel contacts to agree to be tested. The estimates for FY 2017 and FY 2018 are based on CY 2014 and Virginia Department of Health rates.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

LABORATORY SERVICES

PROGRAM MISSION

To identify specific infectious and chronic diseases.

- Diagnose parasites, sexually transmitted infections, anemia, and pregnancy on site.
- Manage samples for complex diagnostic testing at reference laboratories, including outbreak investigation and rabies identification at the state research laboratory.
- Screen samples for select bacterial agents of bioterrorism or emerging infectious diseases for further testing.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to staff turnover, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to an internal transfer of contractual services ($10,000) from Management and Administration.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$515,992	$532,391	$560,410	5%
Non-Personnel	139,116	73,238	83,238	14%
Total Expenditures	655,108	605,629	643,648	6%
State Share	38,119	-	-	-
Total Revenues	38,119	-	-	-
Net Tax Support	$616,989	$605,629	$643,648	6%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	6.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Accuracy of lab results: Percent of proficiency tests completed accurately (industry benchmark is 80%)	98%	99%	100%	98%	99%	99%
Timeliness of lab results: Number and percent of clinical staff responding to survey reporting that results are provided in a timely manner	51/100%	114/99%	51/100%	53/98%	51/99%	51/99%
Timeliness of lab results: Number and percent of wet prep specimens turned around in 15 minutes or less	376/100%	434/100%	401/100%	361/98%	400/100%	400/100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Unduplicated clients served by Lab (excluding Women, Infants & Children (WIC) clients)	4,354	4,110	3,871	3,813	3,800	3,800
Number of tests conducted by ACPHD Lab	30,033	29,293	29,479	25,671	29,450	29,450
Number of blood draws by ACPHD Lab	7,608	7,630	7,568	7,855	7,800	7,800
Number of tests conducted by external labs	4,523	4,566	4,537	6,190	4,500	4,500
Number of instrument sterilization cycles	317	318	358	622	358	358
Pounds of regulated medical waste decontaminated	1,969	1,941	2,031	1,764	2,000	2,000
Number and percent of clients responding to a survey who agreed or strongly agreed that laboratory staff were professional	N/A	354/98%	401/99%	328/100%	328/100%	328/100%
Number and percent of clients responding to a survey who agreed or strongly agreed that they were, overall, satisfied with laboratory services	326/97%	414/99%	384/99%	323/100%	323/100%	323/100%
Number and percent of clinical staff responding to a survey who agreed or strongly agreed that laboratory staff were helpful	51/98%	108/96%	50/98%	54/100%	54/100%	54/100%
Number and percent of clinical staff responding to a survey who agreed or strongly agreed that laboratory staff were responsive	51/98%	106/97%	50/98%	54/100%	54/100%	54/100%
Number and percent of clinical staff responding to a survey who are, overall, satisfied with laboratory services	49/98%	109/97%	50/98%	54/100%	54/100%	54/100%
Number of deficiencies noted on bi-annual regulatory inspections (CLIA)	0	N/A	0	N/A	3	N/A
Number of deficiencies noted on regulatory inspections (DEQ)	0	0	0	0	0	0

- The FY 2014 results on "Timeliness of lab results: number and percent of clinical staff responding to survey who agree or strongly agree that laboratory results are provided in a timely manner" reflects that the survey frequency was increased to twice per year and moved to an online tool that was administered to more staff. Because survey findings were similarly positive in both applications of the FY 2014 survey, and at staff request, survey frequency returned to once per year. The subsequent actuals and future estimates reflect this change.
- The number of wet prep specimens received and sampled is dependent upon the number of clients and the clinician's evaluation of necessity.
- The timeliness of wet prep specimens turned around in 15 minutes or less declined between FY 2015 and FY 2016. This was because two percent of the lab forms reviewed did not have complete time stamp information and therefore were not counted as having met the 15

minute requirement. The remaining 98 percent of the lab forms were complete and met the requirement.

- The number of unduplicated clients served by the Lab varies from year to year based on the number of clients seen in the clinics and the clinician's evaluation of necessity. The decrease in the number of clients served between FY 2013 and FY 2015 reflects a corresponding decrease in the number of Maternity and Family Planning clients. In addition, the number of unduplicated clients served by the Lab excludes WIC clients because WIC data is collected in a federally required system that the County cannot access.
- In FY 2016, the lab also began serving Chest Clinic clients. These clients are included in the number of unduplicated clients served.
- The number of blood draws by ACPHD lab increased between FY 2015 and FY 2016 because of the addition of clients from the Chest Clinic.
- The number of tests conducted is dependent on the number of clients and the clinician's evaluation of necessity.
- The tests conducted by ACPHD laboratory staff include communicable disease tests which diagnose parasites and sexually transmitted infections and clinical tests which diagnose anemia, pregnancy and urinary tract infections.
- The tests conducted by external labs include blood typing for maternity clients, screening tests for diseases such as hepatitis, rubella, sickle cell, tuberculosis and clinical tests which monitor the client's overall health, such as liver and kidney function tests.
- In FY 2016, the lab moved from its prior location to the DHS campus at Sequoia Plaza. The lab was closed for three months (July – September, 2015) to provide time for disassembly of equipment from the old location and reassembly of it in the new location. Fewer tests could be done on-site during this period; many had to be sent to external labs. This affected three measures: 1) the number of tests conducted by the ACPHD lab decreased; 2) the number of tests sent out to external labs increased; and 3) the amount of regulated medical waste decreased. The lab was fully operational at the new site in October 2015. Therefore, staff estimate that each of these measures will return to previous levels in FY 2017 and FY 2018.
- The FY 2016 lab closure also affected the number of instrument sterilization cycles. Instrument sterilization had to be conducted in a smaller autoclave which would fit into the lab's small, temporary space. Using a smaller autoclave meant that fewer instruments could be sterilized per cycle, therefore the number of instrument sterilization cycles increased for that year. Now that the new lab is fully operational and the large autoclave can again be used, we expect the number of sterilization cycles to return to previous levels.
- The number of clients responding to surveys regarding laboratory services varies from year to year.
- Chest Clinic clients were not included in the FY 2016 client satisfaction survey. They will be included in future years.
- Client satisfaction surveys are conducted annually. In FY 2013, the survey question asked if lab staff were friendly AND professional. Beginning in FY 2014, the survey question was modified to only ask if lab staff were professional. Therefore, data for FY 2013 are not available for the "professional only" question.
- The FY 2014 increase in the number of clinical staff who responded to the survey was the result of the change in methodology described in the first bullet above.
- CLIA (Clinical Laboratory Improvement Amendments) conducts inspections every two years to determine compliance with CLIA regulations. The inspector reviews data for the two years

prior to the date of the inspection. In the July, 2016 inspection, three deficiencies were identified. All three deficiencies have been corrected and Quality Assurance/Quality Control measures have been implemented.

- DEQ (Department of Environmental Quality) conducts annual inspections to determine compliance with Virginia Regulated Medical Waste Management Regulations.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

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).

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to Sequoia Plaza rent ($56,785). This increase is partially offset by an internal transfer to the Psychiatric Services Bureau to fund contractual services ($27,686).
- ↑ Fees increase to include CSB Medical Record refunds based on prior year actuals ($750).
- ↑ State share increases due to a higher allocation of general state appropriations ($11,248).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,013,406	$1,336,861	$1,389,548	4%
Non-Personnel	1,609,664	2,295,016	2,324,115	1%
Total Expenditures	2,623,070	3,631,877	3,713,663	2%
Fees	173	-	750	-
State Share	166,176	156,704	167,952	7%
Total Revenues	166,349	156,704	168,702	8%
Net Tax Support	$2,456,721	$3,475,173	$3,544,961	2%
Permanent FTEs	11.00	13.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	13.00	13.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of individuals served in the Division	4,008	3,848	3,785	4,286	4,000	4,400

- The FY 2017 and FY 2018 estimates for the number of individuals served are based on the historical trend.

CLIENT SERVICES ENTRY

PROGRAM MISSION

To ensure individuals receive timely and comprehensive assessment, evaluation, and access to appropriate services.

Assessment and Intake

- 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 abuse services.

Emergency Services

- Provide timely mental health assessment, crisis intervention, stabilization, support, short-term counseling, on-call psychiatric services, follow-up services, and stress management services.

Discharge Planning, Assistance, and Regional Diversion Project (RDAP)

- Provide individuals leaving state psychiatric hospitals with access to mental health and substance abuse services within the Arlington community. Ensure individuals are successfully connected to community services prior to leaving the hospital.

Jail Diversion / Forensic Case Management

- 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.

Homeless Case Management

- Promote independence and recovery to ensure homeless individuals receive appropriate mental health and substance abuse services and housing resources. Provide assessment, short-term case management, medical and counseling services, and individual support to seriously mentally ill and substance abusing adults who do not access services through traditional paths.

Violence Intervention Services

- Advance effective and efficient education, prevention, protection and support services through a community-wide initiative to end domestic violence in the Arlington Community.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the FTE transfers below, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. FTE transfers including the following:
  - Human Services Specialist ($63,943, 1.0 FTE) from the Mental Health Services Bureau
  - Mental Health Therapist ($107,762, 1.0 FTE) to Adult Services in the Aging and Disability Services Division
  - Mental Health Therapist ($76,152, 1.0 FTE) to Management and Administration in the Child and Family Services Division
  - Nurse Practitioner ($2,023, 0.05 FTE) to the Psychiatric Services Bureau

CLIENT SERVICES ENTRY

- ↑ Non-personnel increases are due to an internal transfer of operating expenses for the Regional Discharge Assistance Planning Grant from the Mental Health Bureau ($165,894), an increase in Regional Programs to align revenue and expenditures for the Not Guilty by Reason of Insanity grant ($10,000), and a reallocation of a portion of a grant award for Emergency Services security coverage ($12,531). These increases are partially offset by an internal transfer to the Psychiatric Services Bureau to fund contractual services ($39,207).
- ↑ Fees increases as a result of new fees for Peer Support Services ($4,180).
- ↓ Federal share decreases as a result of a reduced allocation of a Federal Mental Health block grant ($10,648).
- ↑ State share increases due to an internal reallocation of a portion of the Regional Discharge Assistance Planning grant from the Mental Health Services Bureau ($165,894). This increase is partially offset by a decrease in revenue for the Not Guilty by Reason of Insanity grant ($20,000), and an internal reallocation of general state appropriations to the Mental Health Services Bureau ($21,378).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,280,385	$3,426,889	$3,373,187	-2%
Non-Personnel	2,046,072	1,672,897	1,822,115	9%
Total Expenditures	5,326,457	5,099,786	5,195,302	2%
Fees	28,005	29,000	33,180	14%
Federal Share	125,393	95,836	85,188	-11%
State Share	2,844,745	2,788,289	2,912,805	4%
Total Revenues	2,998,143	2,913,125	3,031,173	4%
Net Tax Support	$2,328,314	$2,186,661	$2,164,129	-1%
Permanent FTEs	35.00	33.60	32.55	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	35.50	34.10	33.05	

PERFORMANCE MEASURES

Assessment and Intake

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clients believe they will get the help they need/know the next step in treatment	N/A	N/A	N/A	100%/100%	95%/95%	95%/95%
Clients are successfully linked to ongoing services (attended at least 1 on-going service within 60 days of intake)	N/A	N/A	N/A	80%	85%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of days from screening to intake	N/A	N/A	8	13	12	5
Clients' needs assessed appropriately	N/A	N/A	N/A	100%	95%	95%
At-risk clients receive monitoring and support (with required contact or no contact required)	N/A	N/A	N/A	100%	100%	100%
Total clients served (unduplicated)	N/A	942	918	906	920	920

- Clients successfully linked to ongoing services are expected to improve with the implementation of Same Day Access (SDA). Same Day Access will simplify the process of entry to services. Clients will have faster access to ongoing services which will increase engagement in those services and meet their needs more quickly. This increase is incorporated into the projection for FY 2017 and FY 2018.
- The number of days from screening to intake is expected to become shorter with the implementation of (SDA), as it is an approach to intake designed to make access more easily accessible and faster.
- Total clients served dropped slightly over the past eighteen months. This is due to the refinement of data collection to more accurately restrict data capture to only clients seen by intake staff. It is anticipated to level off at FY 2016 levels, and increase with the implementation of SDA.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Emergency Services (ES)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of clients who received only one episode of care	77%	77%	78%	78%	85%	87%
Percentage of contacts that resulted in community dispositions	N/A	N/A	76%	74%	80%	82%

CLIENT SERVICES ENTRY

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total Temporary Detention Orders (TDOs) completed by staff	339	373	396	493	400	410
Percentage of assessments/progress notes completed within 1 business day	92%/66%	91%/53%	92%/84%	93%/88%	95%/90%	95%/90%
Percentage of detained clients subsequently committed by Court	70%	73%	70%	77%	75%	75%
Total clients served (unduplicated)	1,228	1,322	1,364	1,479	1,500	1,510
Total face-to-face contacts	1,977	2,279	2,296	2,456	2,580	2,650

- A high percentage of clients continue to be returned to the community after assessment ("community dispositions"). This is a positive change since Emergency Services is compelled to seek out the least restrictive alternative for people in crisis. We anticipate the percentage to continue increasing gradually. In the case of children and adolescents, the Children's Regional Crisis Response program (CR2) and their immediate response to the community have helped in decreasing mental health hospital admissions for this population. For adults, the existing PACT services and increased housing options have helped to keep adults out of the hospital There do not appear to be any new initiatives either clinically or residential that would increase the number of community dispositions.
- The percentage of clients who received only one episode of care increased due to improvement in linkage to ongoing services. It is expected that this will continue throughout FY 2017 and FY 2018.
- The percentage of detained clients subsequently committed by Court remained fairly stable in FY 2016 and exceeded the 75 percent benchmark. This measure demonstrates that TDOs are reserved for the most acute cases in need of extended treatment.
- In August 2015, BHD services became collocated at the DHS campus which allowed greater accessibility for clients to access ES services. Additionally, in that same time period, ES services increased its live coverage to 24 hours a day.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here:
- http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Discharge Planning

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clients connected with Arlington community-based treatment services	62% (55/88)	87% (48/55)	88% (75/85)	83% (58/70)	86%	90%
Clients discharged from hospital to stable housing	60%	69%	53%	50%	60%	60%
Clients Discharged to Arlington who remain out of the State Hospital longer than 30 days after discharge	95% (84/88)	93% (51/55)	91% (77/85)	76% (53/70)	80%	85%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of days in hospital for clients discharged who were/were not on the extraordinary barriers list	588/298	435/62	361/32	263/71	263/71	263/71
Average number of days between state hospital discharge and first kept psychiatric appointment	12	5	4	4	2	2
Total clients served by Discharge Planning in state hospitals (This number does not include Eastern State, Western State or Central State Hospitals; This number does include Local Inpatient Purchase of Services Admissions)	140	117	142	139	130	125

- The average number of clients who connected to outpatient treatment services slightly declined, which is a result of the complexity of needs of the consumers served at the state hospital. Furthermore, consumers may be discharged from the state mental health hospital prior to consumers reaching optimal mental health stability. The discharge planning team continues to work with hospital staff and various community partners to discharge clients back to the community as soon as clinically appropriate. They also continue to develop housing placements for clients throughout the Commonwealth of Virginia.
- Stability of housing placements upon discharge generally remained stable between FY 2015 and FY 2016. There continues to be a significant number of individuals being served at the state hospital being discharged to shelters. This is a result of the lack of sufficient placements in the community and state funding. However, as Arlington County has developed strong homeless outreach services, consumers who are discharged to shelters continue to get a high level and quality of service.
- The number of individuals that were re-hospitalized within thirty days increased likely due to the high acuity level of those individuals served at the state hospital. The vast majority of clients are not re-hospitalized, largely due to prompt access to needed resources and coordination of care. However, state facilities are seeing an overall increase in acuity.
- The amount of days that non-Extraordinary Barriers List (EBL) individuals remained in the hospital increased, likely due to the high acuity level of those individuals served at the state hospital. The length of stay for EBL individuals decreased, which is a result of the decrease in the number of Arlington consumers placed on the EBL as well as the discharge of numerous long term consumers from the hospital. Many of these clients face multiple barriers to

obtaining stable housing such as an extensive legal history, history of violence, and history of multiple failed placements.

- The number of days between discharge and scheduled appointment with the CSB psychiatrist remains stable at four days, which is within CSB and state protocol standards. The days are expected to decrease in FY 2017 due to the piloting of a walk-in clinic, and the addition of psychiatrist hours.
- The total number of consumers served at the Northern Virginia Mental Health Institute decreased as a direct result to the limited bed space at the state facility as a result of changes to the Virginia Code as well as efforts being made by emergency services staff to divert individuals to private facilities when appropriate.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Jail Diversion / Forensic Case Management

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of consumers seen at state hospital for forensic evaluation	37	52	41	40	39	38
Number of consumers seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff	141	212	249	191	250	270
Number of consumers served by the jail diversion team	210	268	269	246	270	300
Percent of Arlington residents diverted from jail who are not re-arrested within 30 days	80%	93%	88%	92%	94%	96%
Percent of Arlington residents diverted from jail who are still in treatment at 30 days	62%	89%	90%	90%	92%	94%
Average hours spent by officers with individuals experiencing mental health crises	4.23	2.05	2.18	2.13	1.89	1.75
Individuals brought to Crisis Intervention Center in lieu of arrest	N/A	106	100	108	110	120

- Arlington County sends a large number of individuals from the detention facility to the hospital for inpatient restoration services. The admission rate generally remained unchanged in FY 2015 and FY 2016 and is projected to remain stable through FY 2018
- The number of consumers seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff, and the total number of individuals served by the forensic team decreased from FY 2015 to FY 2016 due to staff vacancies in DHS, as well as the Magistrate. The FY 2017 and FY 2018 estimates are based on achieving and maintaining full staffing.
- The percent of Arlington residents diverted from jail who are not re-arrested within 30 days continues to be high. Staff expect this trend to continue into FY 2018 due to cross-departmental intervention and diversion efforts

- The high percentage of Arlington residents diverted from jail who are still in treatment at 30 days is due to key program changes made in FY 2013. This trend is expected to continue through FY 2018.
- The average hours spent by officers with individuals experiencing a mental health crises and in need of hospitalization continues to decrease. This is a direct result of the development of the Crisis Intervention Center (CIC) and the ability of officers to transfer custody to Virginia Hospital Center and CIC security staff.
- Arlington County Police, Arlington County Sheriff's Deputies and Metropolitan Washington Airport Authority continue to consider diversion of individuals to the CIC for treatment and evaluation versus incarceration.
- The Crisis Intervention Training (CIT) program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Homeless Case Management

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of consumers served by Treatment-on-Wheels (TOW)/Homeless Case Management programs	126	154	151	251	260	270
Number/percentage of consumers linked to mental health or substance abuse services after discharge from Treatment on Wheels/Homeless Case Management programs	39/30%	43/28%	104/69%	82/32.6%	97/37.3%	112/41.5%
Number/percentage of consumers linked to stable housing from Treatment on Wheels/Homeless Case Management programs	12/9%	26/17%	38/25%	58/23.1%	73/28%	88/32.5%

- The number of consumers served by Treatment on Wheels/Homeless Case Management program has steadily increased over the previous five year period. This is due to open hours in the shelter location, incorporation of five group sessions, and allowance of participation in groups to anyone placed in shelters. These have led to higher client provision of services and an increase in participation of the program.
- The lower percentage of consumers linked to Mental Health or Substance Abuse after discharge from TOW was a result of the increase in services provided by TOW. By expanding services and adding open shelter hours and groups, TOW was able to reach-out to more consumers. This also meant some consumers served were already linked to teams, already housed, expressed no interest in TOW service, and/or did not meet the CSB qualification for services.
- The number/percentage of consumers linked to stable housing from TOW has increased over a period of three years. However, TOW is still facing some significant struggles with regards to housing clients. Arlington County has been able to meet the goals of housing a large amount of people, and now are left to house the clients with the highest barriers to housing. This remaining population are the hardest to house due to a variety of barriers such as an

extensive legal history, history of violence, and history of multiple failed placements. The Division is exploring additional housing resources to meet the need of this population.

PROGRAM MISSION

To provide patient-centered, high-quality care that empowers individuals to live independently, be active members of the community, and attain their personal goals.

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.

SIGNIFICANT BUDGET CHANGES

- The FY 2018 budget reflects the internal reallocation of resources from several divisions into Psychiatric Services in order to improve psychiatric service delivery and outcomes. This reallocation includes the conversion of contractor funds into two Psychiatrist positions which are part of a multi-year effort to move from contractors to permanent staff in order to address retention, care quality, and standardization of services.
- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the following FTE additions and transfers:
  - Increase of a Psychiatrist position ($220,000, 1.0 FTE) and a grant-funded Nurse Practitioner position ($67,336, 0.50 FTE) approved by the County Board during FY 2016 close-out. The Psychiatrist position was funded through a reallocation of contractual services funds.
  - Increase of a second Psychiatrist position ($236,000, 1.0 FTE) funded through a reallocation of contractual services funds. The majority of DHS psychiatrists are contractors.
  - Transfer in of the following positions:
    - Psychiatrist ($243,955, 1.0 FTE) from Behavioral Healthcare in the Child and Family Services Division
    - Nurse Practitioner ($67,603, 0.50 FTE) from Planning and Support Services in the Child and Family Services Division
    - Psychiatrist ($56,218, 0.20 FTE) from Senior Adult Mental Health Services in the Aging and Disability Services Division
    - Nurse Practitioner ($46,647, 0.50 FTE) from the Community Health Protection Bureau of the Public Health Division
    - Nurse Practitioner ($2,023, 0.05 FTE) from Client Services Entry
    - Psychiatrist ($56,656, 0.20 FTE) from Mental Health Services
- ↓ Non-personnel decreases due to the completion of a SAMHSA grant term funding primary health activities ($69,565), and the reallocation of non-personnel budget, including contractual services, to personnel ($671,356). Decreases are partially offset by Pharmacy grant operational expenses from the Mental Health Services Bureau ($105,965), an increase in contractual services ($6,406), and the internal transfer in of: operating expenses from

Management and Administration ($27,686), Client Services Entry Bureau ($39,207), Mental Health Services Bureau ($32,162), Substance Abuse Services Bureau ($46,361), the Aging and Disability Services Division ($140,000), and the Child and Family Services Division ($150,000).

- ↑ Fees increase as a result of new fees for Medication Administration ($7,000), Office-based Opioid Treatment ($30,280), and Peer Support Services ($2,000).
- ↓ Federal share decreases due to the conclusion of the Substance Abuse and Mental Health Services Administration ($100,000).
- ↑ State share increases due to a reallocation of a portion of the Pharmacy grant from the Mental Health Services Bureau ($126,347) and a higher allocation of general state appropriations ($6,962).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,681,670	$1,408,624	$2,474,346	76%
Non-Personnel	1,205,038	1,134,188	942,467	-17%
Total Expenditures	2,886,708	2,542,812	3,416,813	34%
Fees	197,932	187,200	226,480	21%
Federal Share	342,310	100,000	-	-100%
State Share	291,215	351,775	485,084	38%
Total Revenues	831,457	638,975	711,564	11%
Net Tax Support	$2,055,251	$1,903,837	$2,705,249	42%
Permanent FTEs	14.95	13.15	18.10	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.95	13.15	18.10	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of psychiatric visits at which individuals demonstrated improvement in symptoms	83%	87%	89%	85%	90%	90%
Percentage of individuals reporting their symptoms have improved since receiving psychiatric services	89%	89%	95%	92%	95%	95%
Percent of visits at which individuals demonstrated adherence to medication regimen	89%	88%	89%	90%	90%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average score of chart reviews reflecting alignment with evidence-based practice	85% (106 charts reviewed)	89% (106 charts reviewed)	90% (84 charts reviewed)	88% (150 charts reviewed)	90% (175 charts reviewed)	90% (200 charts Reviewed)
Average number of days until next available psychiatric evaluation for individuals initiating ongoing services	25	15	30	21	21	21
Number of clients served (unduplicated)	1,900	1,863	1,785	1,817	1,900	1,950

- The percentage of individuals reporting their symptoms have improved since receiving psychiatric exceeded the goal of 90 percent improvement in FY 2016. This was accomplished by encouraging evidence-based care, team presence and collaboration, and better training among all prescribers. Staff anticipate the rate to stay at 90 percent into FY 2017 and FY 2018.
- Ongoing mitigation strategies for medication adherence include: improved access to donated pharmaceuticals; reminders and more consistent no-show outreach and management; additional prescriber hours and walk-in clinic models to manage overflow and urgencies; and improved assessment of health literacy.
- Average score of chart reviews reflecting alignment with evidence-based practice. This score has been consistent over the past few years. Some targeted areas have improved considerably over the past year, such as medication consents, development of a new psychiatric assessment form and weekly reports provided by the Operations Support Team to identify incomplete and/or missing assessment notes, which has facilitated more timely completion of documentation.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

MENTAL HEALTH SERVICES

PROGRAM MISSION

To provide or arrange comprehensive, coordinated, recovery-oriented, community-based mental health services to the adult residents of Arlington County, that are of the highest quality, fully accessible, and responsive to the persons served.

Program for Assertive Community Treatment (PACT)

- 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.

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.

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 clients with a serious mental illness to obtain and maintain community employment.
- Provide an array of services based on individual choice, including work preparation training, situational assessments, job development, placement, training, and monitoring.

Mental Health Residential Services

- Arrange a continuum of residential, housing and related supportive services, to promote successful community living, foster maximum independence, and prevent psychiatric hospitalization for adults with mental illness.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of two Human Services Specialists to the Client Services Entry and Substance Abuse Bureaus ($145,932, 2.0 FTE) and a Psychiatrist to Psychiatric Services ($56,656 0.20 FTE). The decreases are partially offset by employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to a transfer of operational expenses to the Psychiatric Services Bureau ($32,162), Regional Discharge Assistance Planning grant operational expenses to the Client Services Entry Bureau ($165,894), and Pharmacy grant operational expenses to the Psychiatric Services Bureau ($105,965). These decreases are partially offset by an increase in contractual services ($7,227).

MENTAL HEALTH SERVICES

- ↑ Fees increases as a result of the managed care initiative ($15,000), and new fees for Peer Support Services ($8,360).
- ↓ State share decreases due to a reallocation of a portion of the Regional Discharge Assistance Planning grant to the Client Services Entry Bureau ($165,894), and a reallocation of a portion of the Pharmacy grant to the Psychiatric Services Bureau ($126,347). These decreases are partially offset due to a reallocation of state share revenue from the Client Services Entry Bureau ($21,378), and an increase in state share revenue ($29,395).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$6,085,620	$6,634,700	$6,563,923	-1%
Non-Personnel	3,247,560	3,431,870	3,135,076	-9%
Total Expenditures	9,333,180	10,066,570	9,698,999	-4%
Fees	1,915,879	1,788,278	1,811,638	1%
State Share	3,457,938	3,419,510	3,178,042	-7%
Total Revenues	5,373,817	5,207,788	4,989,680	-4%
Net Tax Support	$3,959,363	$4,858,782	$4,709,319	-3%
Permanent FTEs	59.50	65.50	63.30	
Temporary FTEs	-	-	-	
Total Authorized FTEs	59.50	65.50	63.30	

PERFORMANCE MEASURES

Program for Assertive Community Treatment (PACT)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/Percentage of consumers served who are hospitalized	14/18%	21/23%	21/21%	25/24%	20/20%	20/20%
Number/Percentage of consumers served living in independent housing	59/74%	67/73%	74/74%	64/61%	65/65%	67/67%
Number/Percentage of consumers who are competitively employed	7/9%	7/8%	5/5%	8/8%	9/9%	10/10%
Percentage of consumers satisfied with services received	94%	91%	95%	96%	95%	95%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Score on program fidelity scale measuring alignment with Virginia's evidence-based model (out of 5)	N/A	N/A	N/A	4.39	4.50	4.50
Percentage of documentation sample compliant with documentation standards	N/A	72%	72%	71%	90%	90%
Percentage of services provided in the community	N/A	83%	84%	80%	80%	80%
Total consumers served	79	91	100	105	100	102

- The number and percent of persons hospitalized has been generally consistent over the past three years and is expected to remain consistent through FY 2018.
- The number of clients in independent housing has varied slightly over the last three years but is expected to remain between 65 and 67 percent through FY 2018. The 10 percent drop from FY 2015 to FY 2016 is due to the continuous client turnover as stable clients are transferred out and less stable clients are admitted.
- The percent of clients employed has varied from 5-8 percent over the past three years but is expected to increase due to an increased effort at job development by the PACT employment specialist.
- The number of persons served by PACT has increased since FY 2013, due to a higher rate of referral acceptance. It is expected that the high rate will continue through FY 2018. This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Clarendon House

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/Percentage of members served living in independent housing	95/70%	97/73%	100/78%	93/73%	104/80%	99/77%
Number/Percentage of members served who are engaged in employment-related activities	61/45%	45/34%	54/42%	56/44%	57/47%	56/44%
Number/Percentage of consumers served who are hospitalized	15/11%	21/16%	14/11%	15/12%	13/10%	14/11%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of budgeted Case Management Medicaid revenue received	89%	83%	96%	101%	90%	87%
Percentage of consumers satisfied with services received	89%	87%	83%	86%	90%	82%
Total consumers served	135	132	128	128	132	129

- The percentage of persons in independent housing has been consistent. With continued support of clients and program changes, it is expected the percentage will increase slightly by FY 2018.
- The percentage of clients engaged in employment-related activity will continue to vary in the 40 to 45 percent range. There are continuing efforts to increase the percentage of clients included in employment-related services including a vocational specialist, and a part-time peer vocational specialist dedicated specifically to Clarendon House.
- Medicaid revenue has steadily increased from FY 2015 to FY 2016 due to improved documentation and service capture.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Mental Health Community Support Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of hospitalizations	127	156	139	117	130	129
Percentage of clients with high or improved community life functioning levels	N/A	N/A	38%	39%	40%	39%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of consumers satisfied with services received	90%	92%	97%	98%	92%	97%
Total number of consumers served	1,288	1,270	1,349	1,333	1,450	1,550

- The number hospitalizations varied between 156 and 117 over the past five years and is expected to remain within that range through FY 2018. There are a number of factors that could impact a client's adjustment and require hospitalization. These include: any of a wide range of stressors, failure to take medication, and sometime unknown factors related to the episodic nature of a serious mental illness.

- The FY 2017 estimate for the percentage of clients with high or improved community life functioning levels reflects a change in the outcome measurement instrument.
- The number of consumers served is expected to continue to increase at about 8 percent annually, consistent with the previous years.

Employment Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/Percentage of new consumers served with supported employment who obtained employment in the community	62/62%	65/59%	50/52%	69/49%	60/57%	64/50%
Number/Percent of consumers employed who remain in job for 90 days	64/63%	79/57%	85/77%	95/74%	85/74%	88/75%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Fidelity score indicating to what extent program adheres to evidence-based model	90%	92%	92%	90%	92%	92%
Average satisfaction score with Job Avenue services	98%	100%	97%	94%	100%	100%
Number of referrals to Job Avenue	172	156	137	193	200	178
Total consumers served with supported employment	306	334	356	315	350	340

- The percent of new clients who obtained employment has varied around 50 percent the past 3 years and is expected to continue within that range.
- The percent of clients employed who remain in their job 90 days or more has increased from 57 to 74 percent over the past 3 years. This is due to more intense follow-up and a refinement of the referral process where case managers have received education about how to better support clients that want to work.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Mental Health Residential Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of consumers satisfied with services received	98%	92%	95%	96%	95%	95%
Total number of consumers served in crisis stabilization	103	124	151	125	165	147
Total number of consumers served in group homes and assisted living facilities	35	36	31	35	40	35

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of consumers served in Contract Support Services Program	82	83	47	51	50	52
Total number of consumers served in supportive housing programs	176	191	194	204	215	250
Total number of consumers served in transitional housing	35	32	34	34	35	34

- The number of clients using crisis stabilization has increased since FY 2013, due to the increase of beds available from 4 to 6 in FY 2014. This trend is expected to continue into FY 2018.
- The increase in consumers served in group homes and assisted living facilities in FY 2017 is due to the assignment of the 8 bed Intensive Community Residential Treatment to Mental Health (MH). The MH Bureau’s contract management will transfer to the CSB Northern Virginia Regional Projects Office by the end of FY 2017.
- In FY 2015, the number of consumers served in contract support services decreased due to a change in state regulations that reduced grant funding available for these services. The state now awards funds on a circumstantial basis: keeping the number of clients served steady in FY 2017 and FY 2018.
- It is anticipated that the total number of consumers served in supportive housing will increase in FY 2017 due to implementation of a Department of Behavioral Health and Developmental Services contract/grant for the development of 30 supportive housing placements.

SUBSTANCE ABUSE SERVICES

PROGRAM MISSION

To improve the quality of life of Arlington County adults through comprehensive treatment as well as prevention and intervention programs for individuals and families who have, or are at risk of developing, substance abuse problems.

Substance Abuse 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.

Substance Abuse Residential Treatment

- Provide opportunities for individuals with substance abuse 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.

Jail / Addictions, Corrections and Treatment (ACT)

- Provide services to incarcerated individuals who have substance abuse disorders, including assessment, early intervention, treatment, and case management, to facilitate reentry back into the community and prevent reoffending.

Batterers Intervention Program (BIP)

- The Arlington County Abuser Intervention Program (AIP) aims to eliminate domestic violence in the Arlington community through early intervention, community support, education, and public awareness.

Jail / Mental Health Treatment

- Provide assessment, prevention, crisis intervention, treatment, and case management to program participants while they are incarcerated to facilitate reentry into the community and prevent reoffending.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are primarily due to staff turnover. These decreases are partially offset by the transfer in of a Human Services Specialist from the Mental Health Services Bureau ($53,843, 1.0 FTE), an increase in the County’s cost for employee health insurance, and retirement contributions based on actuarial projections.
- ↓ Non-personnel decreases due to a transfer of operational expenses to the Psychiatric Services Bureau ($46,361). This decrease was offset by an increase in contractual services ($27,792).
- ↑ Fees increase as a result of new fees for Substance Abuse Case Management ($5,000), Office based Opioid Treatment ($5,000), and Peer Support Services ($4,180).
- ↑ State share increases due to a higher allocation of general state appropriations for substance abuse programs ($15,466).

SUBSTANCE ABUSE SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,229,445	$3,561,206	$3,522,936	-1%
Non-Personnel	1,637,487	2,191,231	2,172,662	-1%
Intra-County Charges	(155,929)	(155,929)	(155,929)	-
Total Expenditures	4,711,003	5,596,508	5,539,669	-1%
Fees	58,977	63,000	77,180	23%
Federal Share	687,317	765,770	765,770	-
State Share	1,155,643	1,138,417	1,153,883	1%
Total Revenues	1,901,937	1,967,187	1,996,833	2%
Net Tax Support	$2,809,066	$3,629,321	$3,542,836	-2%
Permanent FTEs	32.00	32.00	33.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	32.00	32.00	33.00	

PERFORMANCE MEASURES

Substance Abuse Outpatient Treatment

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of clients who report improved functioning as a direct result of services received	96%	97%	93%	100%	95%	95%
Percent of clients in treatment more than 90 days	78%	81%	73%	75%	75%	75%
Of clients who engaged in services: Number/percent of clients discharged who met most or all of treatment plan goals	244/70%	271/69%	267/72%	188/67%	275/75%	275/75%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of clients receiving outpatient services	686	609	569	496	612	600
Percentage of clients surveyed who reported satisfaction with services received	90%	90%	92%	100%	100%	100%

- Clients who are engaged in services continue to report positive feedback on their experience of care and confidence in the quality of services they are receiving.
- The percent of clients in treatment more than 90 days conforms to national benchmarks of engagement in treatment. The Substance Abuse Services Bureau is undergoing an

assessment to evaluate additional strategies to work with clients at different motivational stages throughout the continuum of care.

- The number of clients receiving services dropped significantly in FY 2015 and FY 2016. There have been a number of key staff changes. The Substance Abuse Services Bureau is undergoing an extensive program evaluation to ensure that there is alignment between services and community need. It is anticipated that enrollment will increase after the evaluation.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Substance Abuse Residential Treatment

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of residential treatment clients reporting improved functioning as a direct result of services received	87%	93%	100%	N/A	95%	95%
Percentage of clients served who successfully completed residential treatment	72% (33/46)	72% (40/56)	72% (28/39)	71% (25/35)	74%	75%
Percentage of residential treatment clients discharged who were provided further treatment	88% (29/33)	95% (38/40)	89% (25/28)	92% (23/25)	94%	95%
Percentage of clients served who successfully completed the RPC detox program	83% (219/264)	83% (184/224)	81% (181/224)	56% (86/153)	85%	85%
Percentage of RPC detox unduplicated clients discharged who were provided further treatment	37% (81/219)	39% (72/184)	57% (103/181)	55% (47/86)	60%	60%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage Bed Utilization for residential treatment (in beds)	N/A	47% (4.7/10)	29% (1.7/5.8)	29% (1.7/5.8)	50%	50%
Percentage Bed Utilization for RPC Detox (in beds)	N/A	57% (6.8/12)	49% (5.9/12)	56% (6.7/12)	60%	60%
Percentage of clients surveyed who reported satisfaction with residential treatment services received	N/A	93%	90%	N/A	93%	95%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of clients surveyed who reported satisfaction with RPC detox services received	N/A	88%	86%	90%	90%	90%
Percentage of clients surveyed reporting satisfaction with services received	88%	92%	86%	90%	90%	90%
Number of clients served	N/A	243	223	193	200	200

- Percentage of residential treatment clients reporting improved functioning and percentage of clients reporting satisfaction with services was not surveyed in FY 2016 due to Bureau restructuring.
- Percentage of Bed Utilization for residential treatment and Residential Program Center (RPC) Detox changed from the FY 2017 narratives due to a recalculation using a more standardized method.

Jail / Addictions, Corrections and Treatment (ACT)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/Percentage of female participants completing program successfully	15/88%	13/93%	15/93%	8/80%	15/93%	15/95%
Number/Percentage of male participants completing program successfully	63/91%	57/83%	58/86%	61/91%	63/84%	65/90%
Total Number/Percentage of participants completing program successfully	78/91%	70/84%	73/88%	69/89%	78/88%	80/93%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of clients placed in follow-up treatment (Arlington residents only)	19	25	21	22	21	22
Number of female clients served	17	14	16	10	16	15
Number of inmates assessed using HIDTA funded case management services	131	135	120	123	120	120
Number of male clients served	69	69	67	67	70	70
Percentage of clients surveyed who reported satisfaction with services received	85%	89%	92%	94%	90%	90%

- The number of female participants completing ACT successfully is relatively low due to the proportion of females in jail. In FY 2016, the numbers and percentage was skewed negatively due to discharges from the program caused by behavior issues. The number and percentages are anticipated to increase to the normal trend in FY 2017 and FY 2018.
- The number of clients using HIDTA funded case management remains steady. In early FY 2017, there was a restructuring of HIDTA grant funding from partial bed funding to funding full bed placements. For this reason, the numbers of inmates assessed and treated using HIDTA grand funds will be limited to only those in the designated bed placements. This will result in a lower number of inmates treated with those funds, but will not affect the total number of inmates treated in the program.
- The Substance Abuse Services Bureau is exploring other interventions to decrease risk or relapse post release. It is expected that a program to address these will be implemented in the latter part of FY 2018.

Batterers Intervention Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number completing the Batterers Intervention Program (BIP)	66	66	113	99	92	95

- The number of people completing the BIP increased significantly in FY 2015 and reduced again somewhat in FY 2016. The program is court-ordered for people who have charges against significant others. Therefore, the number may vary significantly from year to year. FY 2017 and FY 2018 estimates are based largely on FY 2016 actuals.

Jail/Mental Health Treatment

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of clients surveyed reporting that services helped them deal more effectively with problems	N/A	N/A	N/A	95%	95%	95%
Number of suicide attempts/Number of suicides completed	N/A	5/0	4/0	3/0	5/0	4/0

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Documentation timeliness within 24 hours of the intervention	N/A	46%	46%	79%	85%	90%
Clients housed in the mental health unit receiving at least one service or attempted service weekly	N/A	N/A	N/A	84%	90%	90%
Arlington clients referred to CSB Services	N/A	N/A	N/A	90%	95%	95%
Number of Clients (unduplicated)	N/A	782	779	976	1,000	1,000

- In the first year client satisfaction was measured, satisfaction scores were very high. It is anticipated to stay at the same levels into FY 2017.
- There were three suicide attempts in FY 2016. However, no attempt resulted in a successful suicide. The rate of successful suicides in the U.S. is 13.4 per 100,000, in jail that rate rises to 46 per 100,000. More than 34 percent of deaths in jail are self-inflicted.
- The number of clients served by the Jail MH team increased substantially in FY 2016. Some of the reasons for the increase are change in staff, additional positions, and restructuring of the program to focus on specific high-risk units (women, isolation, and re-entry).

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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of an Administrative Technician and an Administrative Assistant ($177,485, 2.0 FTEs) to Management and Administration in the Economic Independence Division. These decreases are partially offset by the transfer in of a Human Services Specialist ($76,152, 1.0 FTE) from Client Services in the Behavioral Healthcare Division, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases are due to Sequoia Plaza rent ($39,442) and contractual services ($4,853).
- ↑ Federal share revenue increases due to the projected reimbursement for eligible positions and administrative costs ($37,432).
- ↑ State share revenue increases due to the projected reimbursement for eligible positions and administrative costs ($7,943).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,230,005	$2,619,652	$2,590,723	-1%
Non-Personnel	1,590,325	1,682,754	1,727,049	3%
Total Expenditures	3,820,330	4,302,406	4,317,772	-
Federal Share	1,654,198	1,195,756	1,233,188	3%
State Share	276,981	430,052	437,995	2%
Total Revenues	1,931,179	1,625,808	1,671,183	3%
Net Tax Support	$1,889,151	$2,676,598	$2,646,589	-1%
Permanent FTEs	24.00	24.00	23.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	24.00	24.00	23.00	

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.

Arlington Partnership for Children, Youth, and Families

- Community-led advisory group comprised of 16 appointed community volunteers along with County and School staff to support community efforts around children, youth, and families.
- Identify community needs through research and surveys, engage the community to find ways to meet the needs, and advocate for improved policies and programs.
- Publish reports on the status of children, youth and families to inform the school and county boards, as well as the community, of needs to assist with planning and coordination of services in Arlington.

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of a Mental Health Therapist from Client Services Entry in the Behavioral Healthcare Division (1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The increase is partially offset by the transfer out and reclassification of a Management Analyst ($67,603, 0.50 FTE) to Psychiatric Services in the Behavioral Healthcare Division.

↓ Non-personnel decreases due to a reduction in the budget for Community Services Act (CSA) funding. This adjustment is to align the budget with actuals and does impact the level of service ($1,383,000). The decrease is partially offset by an increase in state allocation for Promoting Safe and Stable Families Grant ($6,205).

↓ State share revenue decreases due to the projected reimbursement for CSA ($1,410,293) and offset by funding increase for Promoting Safe and Stable Families Grant ($5,244).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$927,990	$962,947	$1,011,772	5%
Non-Personnel	3,321,745	5,338,091	3,961,828	-26%
Total Expenditures	4,249,735	6,301,038	4,973,600	-21%
Federal Share	88,192	20,914	20,914	-
State Share	1,086,613	3,056,392	1,651,343	-46%
Other	2,420	3,000	3,000	-
Total Revenues	1,177,225	3,080,306	1,675,257	-46%
Net Tax Support	$3,072,510	$3,220,732	$3,298,343	2%
Permanent FTEs	9.75	10.50	10.25	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.75	10.50	10.25	

PERFORMANCE MEASURES

Child Care Licensure and Support

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Child Care Centers licensed	67	69	72	72	75	75
Family day care homes licensed	160	160	146	148	150	150

- In FY 2015, the number of family day care homes licensed decreased due to a change in the calculation method whereby the number of licensed, but inactive facilities were excluded.

Parent Education

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of families with no repeat instances of child abuse or neglect	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of class participants who were referred by Child Protective Services (CPS)	N/A	N/A	14	18	20	20
Percentage increase in participants showing improved parenting skills post class (Family functioning)	N/A	N/A	35%	59%	60%	60%
Total number of class participants	N/A	N/A	N/A	31	40	40

- In FY 2016, the number of participants who were referred by CPS increased due to measuring the whole year as opposed to FY 2015 only measuring part of the year.
- In FY 2016, the percentage increase in participants showing improved parenting skills post class (Family functioning) increased due to parents learning to focus on the value of making positive changes which increased understanding of consequences of not making family improvements.
- In FY 2016, staff began measuring the total number of class participants. There is no data available prior to FY 2016. Class participants include individuals referred by CPS and other County agencies.

CSA Administration

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of alignment between level of need and level of service requested (CANS assessment core match)	24%	32%	44%	59%	60%	60%
Percentage of cases completing home-based services in less than 180 days	60%	66%	73%	63%	60%	60%
Percentage of cases for which other funding sources were considered prior to seeking CSA funds	N/A	90%	96%	91%	96%	96%
Percentage of Child and Adolescent Needs and Strengths (CANS) Tool submitted complete	41%	87%	97%	98%	98%	98%
Percentage of Child and Adolescent Needs and Strengths (CANS) Tool submitted current (within 90 days)	91%	97%	96%	96%	96%	96%
Percentage of the Child and Adolescent Needs and Strengths (CANS) Tool submitted on time	80%	92%	99%	96%	96%	96%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children served by CSA	250	248	238	220	210	210
Number of children served by Family Assessment and Planning Team (FAPT)	N/A	179	154	149	150	150

- The FAPT uses the Child and Adolescent Needs and Strengths (CANS) tool to assess the child and family's strengths and needs. The tool is used to determine whether or not the requested service meets the clinical criteria for CSA funding. The CANS tool is maintained in a state database known as CANVaS. The Case Manager is responsible for completing the tool in the database, printing, and signing the document.

- In FY 2016, the percentage of alignment between level of need and level of service requested (CANS assessment core match) went up due to additional staff training on CANS and consistent monitoring of CANS during each FAPT meeting.
- In FY 2016, the percentage of cases completing home-based services in less than 180 days decreased due to the expansion of eligibility criteria for Medicaid-funded intensive in-home services, which decreased referrals for home-based services through FAPT. Also, the team had use of fully staffed utilization review coordinator roles which assess whether in-home services are effective and clinically needed.
- In FY 2016, the percentage of cases for which other funding sources were considered prior to seeking CSA funds decreased due to documentation not consistently including rule-out check list in the Individualized Family Service Plan (ISFP). The department will continue training for Case Managers on alternative external, federal, state and local funding sources, as well as sustainable and low-cost community-based resources and programs.
- In FY 2016, the number of children served by CSA decreased due continuous effort to use alternative funding sources.
- In FY 2015, the percentage of Child and Adolescent Needs and Strengths (CANS) Tools submitted complete went up due to case managers' receiving additional training on completing CANS.
- In FY 2015, the percentage of the Child and Adolescent Needs and Strengths (CANS) Tools submitted on time went up due to increased enforcement.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

CHILD WELFARE

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

- 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.
- 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

- Coordinate and/or provide services designed to achieve family reunification.
- Recruit, train and license foster families to ensure that foster children are placed in nurturing and safe homes.
- Match foster families with abused or neglected children supporting both children and foster families during the transition to this temporary care arrangement.

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.

Adoption

- Recruit, license, and train permanent families
- Support adoptive families to meet children's and families' needs.

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurances, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to grant funding increases for Foster Parent Training ($29,005), Family Preservation ($22,254), IV-E Foster Care ($296,037), IV-E Adoption ($80,038) and Fostering Futures ($28,350). These increases are partially offset by funding decreases for Special Needs Adoption ($44,104) and the Independent Living Grant ($3,251).
- ↑ Federal share revenue increases due to projected reimbursement for eligible positions and administrative costs ($53,619), Foster Parent Training ($23,727), Family Preservation ($18,874), IV-E Adoption ($40,019), Fostering Futures ($14,175) and IV-E Foster Care ($148,019). This increases are offset by funding decreases for the Independent Living Grant ($3,251).
- ↑ State share revenue increases due to the projected reimbursement for eligible positions and administrative costs ($10,047), Fostering Futures ($14,175), IV-E Foster Care ($148,019), IV-E Adoption ($40,019), and Foster Parent Training ($150). These increases are offset by funding decreases for Special Needs Adoption ($44,104).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,732,462	$3,028,370	$3,217,401	6%
Non-Personnel	2,603,430	2,169,630	2,577,959	19%
Total Expenditures	5,335,892	5,198,000	5,795,360	11%
Fees	1,600	-	-	-
Federal Share	2,602,026	2,093,264	2,388,446	14%
State Share	1,731,074	1,787,280	1,955,586	9%
Total Revenues	4,334,700	3,880,544	4,344,032	12%
Net Tax Support	$1,001,192	$1,317,456	$1,451,328	10%
Permanent FTEs	31.25	30.50	30.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	31.25	30.50	30.50	

PERFORMANCE MEASURES

Child Protective Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of children stabilized with their families	N/A	N/A	N/A	88%	90%	90%
Percentage of children who were victims of founded maltreatment within a two year period	0.5%	1.0%	0.0%	1.6%	1.0%	1.0%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of assessments	324	307	224	189	200	200
Number of families served by CPS ongoing	N/A	N/A	N/A	56	60	60
Number of information and referral calls	3,790	3,440	3,132	3,273	3,200	3,200
Number of investigations	108	96	80	96	95	95
Number of investigations which resulted in a finding of abuse or neglect dispositions	45	46	45	53	55	55

- The percentage of children stabilized with their families was not measured prior to FY 2016.
- In FY 2016, the percentage of children who were victims of founded maltreatment within two year period increased slightly due to one case with multiple children who were victims of founded maltreatment.
- In FY 2016, the number of assessments decreased due to cases being of a more serious nature and getting referred to investigation rather than family assessment.
- The number of families served by CPS ongoing was not measured. Prior to FY 2016.
- In FY 2016, the number of investigations which resulted in a finding of abuse or neglect dispositions increased due to higher number of incidents and referrals of serious nature.
- In FY 2015, the number of assessments, referral calls and investigations decreased due to an increase in community training on spotting and preventing child abuse.

Foster Care

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of new foster families certified	10	11	13	23	25	25
Number of total certified foster families	41	42	48	59	60	60
Percentage of foster families retained through the end of the fiscal year	N/A	N/A	88%	87%	90%	90%
Percentage of placements that allow children in foster care to continue services with their own providers seen prior to foster care	N/A	N/A	88%	96%	95%	95%
Percentage of placements that enable children in foster care to remain in their original school districts	N/A	N/A	87%	90%	90%	90%
Percentage of placements that lasted until the child was discharged from foster care	N/A	N/A	89%	80%	90%	90%
Percentage of placements with a child's relatives, siblings or child-specific placements	N/A	N/A	63%	47%	65%	65%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of children served monthly	98	92	71	67	65	65
Average number of children served monthly in congregate care	8	12	14	13	13	13
Average number of children served monthly in purchased therapeutic foster home	50	26	19	16	20	20
Average number of children served monthly in regular foster care	22	19	26	38	35	35
Percentage of families certified within 90 days	14%	72%	77%	68%	75%	75%

- In FY 2016, the number of total certified foster families increased due to a concerted effort to increase the division's outreach efforts and increase certification process timelines. The foster care team developed a formal plan for targeted recruitment activities and hired contractors to streamline the certification process.
- In FY 2016, the percentage of placements that allow children in foster care to continue services with their own providers seen prior to foster care increased due to continued efforts to maintain family continuity through promoting kinship care (or the care of children by their relatives) which has helped with continuity with providers.
- In FY 2016, the percentage of placements with a child's relatives, siblings or child-specific placements decreased due to more children coming into care without siblings. When children are placed with siblings or relatives it has a positive impact as they are able to maintain better family connections.
- In FY 2016, the percentage of families certified within 90 days decreased due to delayed completion of home studies which are required for certification. The delays were due to a staff member being on extended leave and an extensive training process for a new contractor. FY 2017 and FY 2018 estimates are based on full staffing levels.
- Performance measures that are listed as N/A were new for FY 2015 and no prior year data is available.
- In FY 2015 and FY 2016, the average number of children served monthly continued to decrease due to more prevention activities.
- In FY 2015 and FY 2016, the average number of children served monthly in regular foster care increased and the average number of children served monthly in purchased therapeutic foster homes decreased, due to the resource team's focus on placing children in licensed homes instead of using therapeutic agencies.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Family Partnership Meeting

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average satisfaction score with FPMs for family members/service providers	3.7/3.5	3.6/3.5	3.6/3.5	3.6/3.6	3.5/3.5	3.5/3.5
Percent of children in foster care who had a Family Partnership Meeting (FPM) and who left foster care within 12 months	69%	59%	40%	62%	60%	60%
Percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting	86%	93%	94%	76%	90%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children served in at-risk and removal FPMs	86	85	93	83	90	90
Number of children served in placement- and goal-change FPMS	62	67	10	9	10	10
Percent of Family Partnership Meetings held within 14 days for youth at risk of removal	96%	100%	95%	94%	100%	100%
Percent of removal meetings held before the Court hearing	100%	100%	89%	94%	100%	100%

- In FY 2015, the percent of children in foster care who had a FPM and who left foster care within 12 months decreased due to a high rate of adoption. Adoption prolongs length of stay due to additional procedures and steps. In FY 2016, the percent of children in foster care who had a FPM and who left foster care within 12 months increased due to an updated calculation methodology. Data now excludes children who either were adopted or had goals other than reunification or placement with relatives.
- In FY 2016, the percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting decreased due to efforts to implement plans developed by five families with a total of seven children in the FPM that were eventually overruled or significantly modified during the court process.
- Beginning in FY 2015, Transitional Living Plan FPMs were removed from the totals as they are addressed in the Independent Living measures.
- In FY 2015, the percent of removal meetings held before the Court hearing decreased due to two meetings held beyond the five-day hearing because referrals were received the day before hearings.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Adoption

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children who exited foster care to adoptive homes within 24 months	13	10	12	8	15	15

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Adoptions	134	139	138	122	125	125

- In FY 2016, there was a decrease in number of children who exited foster care to adoptive homes within 24 months due to several older children with the goal of adoption were either not matched with a family or were not prepared for adoption by their foster families.
- In FY 2016, there was a decrease in the number of adoptions due to a number of older adoption subsidies closing (the youth turned 18 or 21 and their subsidies ended). Adoption refers to all the cases still being supported by Child and Family Services Division.

Independent Living (IL)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of youth 18+ who left foster care having earned a HS diploma/GED	92%	100%	58%	80%	80%	80%
Percent of youth 18+ who left foster care who had a relationship with at least one supportive adult	92%	84%	74%	100%	80%	80%
Percent of youth 18+ who left foster care who had achieved at least adequate economic stability	69%	84%	34%	60%	60%	60%
Percent of youth 18+ who left foster care who had achieved at least adequate housing stability	84%	83%	34%	80%	80%	80%
Percent of youth 18+ who left foster care who were working full-time or in an education/training program	92%	100%	40%	80%	80%	80%
Percentage of youth 18+ who retained or reapplied for health insurance after exiting care	N/A	N/A	N/A	50%	60%	60%

CHILD WELFARE

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of youth served in foster care between ages 14 and 20	63	45	40	50	50	50
Percent of youth age 16 through 21 years old who had Transitional Living Plan (TLP) completed on time	96%	93%	86%	59%	75%	75%

- In FY 2015, the percent of youth 18+ exiting foster care having achieved targeted levels of housing, employment, education and economic stability declined due to the high proportion of youth with substance abuse or mental health challenges in the FY 2015 cohort. Due to the small sample size (6-12 youth), these measures can display considerable variation from year to year.
- In FY 2015, the percent of youth 18+ leaving foster care enrolled in high school or having obtained their diploma or GED decreased, as five youth were not enrolled in high school when they exited care. These youth are eligible to re-enroll to complete their education. In FY 2016, the percent increased because fewer youth with significant mental health and/or substance abuse issues exited care.
- In FY 2015, the percent of youth 18+ leaving foster care who had a relationship with at least one supportive adult decreased, as several youth who had been in foster care for a significant part of their lives were unable to form or maintain connections with their families. In FY 2016, all five youth had significant natural supports, which assisted them in transitioning to young adulthood. All five youth continued positive relationships with their biological families, and four of the five youth continued close relationships with their former foster families.
- In FY 2016, the percent of youth 18+ who left foster care who had achieved at least adequate economic stability increased. The three youth rated as having at least adequate economic stability either had full-time employment or were being supported by their former foster families.
- In FY 2016, the percent of youth 18+ who left foster care who had achieved at least adequate housing stability increased. Four youth exited care with at least adequate housing. One youth became a commissioned officer in the military following graduation from college, and three youth received housing through Arlington housing programs or through their former foster families.
- In FY 2016, a new measure was added to assess whether or not youth were successful in maintaining health insurance coverage after closing.
- In FY 2016, the percent of youth 18+ who left foster care who were working full-time or in education/training program increased because CFSD had less youth exit care that had significant mental health and/or substance abuse issues this year.
- In FY 2015, percent of youth who had TLP completed on time decreased due to fewer youth being emotionally prepared to participate in the TLP process when it was due. In FY 2016, the percent decreased due to the IL coordinator being the only staff person trained and available to facilitate TLPs. In previous years, 3 additional staff were also trained facilitators.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

BEHAVIORAL HEALTHCARE

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.

Assessment and 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

- Provide individual, family and group therapy.
- 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.

Outpatient Case Management

- Provide short-term, home-based, family-centered therapeutic services to stabilize high risk behaviors for those children and youth with severe impairments.
- 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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of a Psychiatrist to Psychiatrist Services in the Behavioral Healthcare Division ($243,955, 1.0 FTE) and a Mental Health Therapist ($25,938, 0.25 FTE) to Planning and Support Services. These decreases are partially offset by a grant-funded Child Advocacy Center (CAC) Human Services Clinician II ($99,461, 1.0 FTE) approved by the Board during FY 2016 closeout, employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to increases in the Children Crisis Stabilization Program ($208,929) and Child Advocacy Center Grant ($87,369). These increases are offset by the transfer of psychiatrist contract funds ($150,000) to Behavioral Healthcare Division.
- ↓ Fee revenue decreases due to the reduction of Batters Intervention Program revenue ($5,000) which was moved to the Behavioral Healthcare Division.
- ↑ Federal share revenue increases due to reallocation of CSB Federal Block Grant from State share revenue ($25,974).
- ↑ State share revenue increase is due to an increase in the Children Crisis Stabilization Program ($208,929), partially offset by revenue correction for CSB programs ($110,792) and reallocation of CSB Federal Block Grant to Federal share revenue ($25,974).
- ↑ Other revenue increase is due to an increase in the Child Advocacy Center Grant ($87,369).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Personnel	$2,436,641	$3,005,616	$2,892,715	-4%
Non-Personnel	1,631,183	1,747,313	1,893,611	8%
Total Expenditures	4,067,824	4,752,929	4,786,326	1%
Fees	142,776	146,500	141,500	-3%
Federal Share	230,826	195,271	221,245	13%
State Share	1,328,110	1,574,326	1,646,489	5%
Other	111,379	52,863	140,232	165%
Total Revenues	1,813,091	1,968,960	2,149,466	9%
Net Tax Support	$2,254,733	$2,783,969	$2,636,860	-5%
Permanent FTEs	25.00	26.00	25.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	25.00	26.00	25.75	

PERFORMANCE MEASURES

Centralized Intake Unit

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of children and families connected to ongoing services	72%	80%	97%	92%	95%	95%
Percentage of clients diverted from court involvement	46%	69%	78%	13%	35%	35%
Percentage of parents understanding the next step in obtaining services	N/A	N/A	98%	100%	95%	95%
Percentage of parents who believe they will get the help they need	N/A	N/A	98%	98%	95%	95%
Percentage of youth understanding what the next step is	N/A	N/A	84%	91%	90%	90%
Percentage of youth who believe they will get the help they need	N/A	N/A	87%	91%	90%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of information and referral calls handled	835	822	739	928	950	950
Percentage of referrals scheduled for assessments within 10 calendar days	34%	41%	83%	86%	85%	85%
Percentage of required Intake Assessment documentation data elements complete	89%	93%	95%	95%	97%	97%
Percentage of staff reporting usefulness of psychological evaluations in work with clients	88%	91%	100%	91%	95%	95%

- In FY 2016, percentage of children and families connected to ongoing services slightly decreased due to increased length of time between screening and first appointment. The nine youth who never connected to ongoing services averaged 22 days between screening and first scheduled appointment.
- In FY 2016, percentage of clients diverted from court involvement decreased due to decrease in the number and nature of eligible diversion cases. The primary source of diversion cases in FY 2016 came from the truancy committee. Fewer cases were referred by the Arlington Public Schools for truancy intervention, and the cases that were referred reflected more challenging circumstances. The Department of Juvenile Justice has shifted priorities to decrease the use of the court mandated services for low risk youth.
- In FY 2016, percentage of staff reporting usefulness of psychological evaluations in work with clients decreased due to two respondents not receiving evaluation reports in a timeframe that met their needs.
- In FY 2016, the number of information and referral calls handled went up due to an increased outreach to include a packet sent home to every student in the beginning of the school year. This attracts and encourages parents to see information even if they do not immediately need it for themselves. In addition, because of the outreach, an increase of professionals are calling to receive information.

- In FY 2015, the percentage of children and families connected to ongoing services increased due to early identification of clients who were not eligible for or motivated to begin treatment. These clients received an abbreviated assessment and referral to appropriate resources.
- In FY 2015, the number of information and referral calls handled went down due to increase in the use of private insurance and community resources.
- In FY 2015, the percentage of referrals scheduled for assessments within 10 calendar days went up due to enhanced monitoring and prioritization resulting from the Managed Care business process redesign.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Outpatient Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of clients who achieve their treatment goals at discharge	82%	78%	92%	92%	95%	95%
Percentage of parents completing surveys who report satisfaction with services	93%	93%	91%	90%	90%	90%
Percentage of seriously emotionally disturbed consumers maintained in the community with outpatient treatment	85%	85%	85%	85%	90%	90%
Percentage of youth completing surveys who report satisfaction with services	74%	78%	74%	75%	80%	80%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of client services documentation completed within one business day	n/a	81%	84%	82%	85%	85%
Percentage of client show rate	n/a	84%	81%	81%	84%	84%
Total consumers receiving services	435	366	341	336	345	345

- In FY 2015, the percentage of clients who achieve their treatment goals at discharge increased due to an improved focus on measurable, attainable objectives in treatment planning, as well as the use of realistic goal-setting with clients.
- In FY 2015, the percentage of youth completing surveys who report satisfaction with services remains lower than that of parents/caregivers. Youth completing the surveys are usually adolescents, many of whom are not receiving services voluntarily which causes lower reports of satisfaction.
- In FY 2015, the total number of clients receiving services decreased due to increase in the use of private insurance and community resources. A calculation error affecting the FY 2014 data was corrected.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Child Advocacy Center

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children receiving forensic interviews by Child Advocacy Center staff	122	97	123	146	150	150

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children referred to the CAC	180	150	152	189	200	200
Percentage of children interviewed at the CAC meeting case acceptance criteria	n/a	82.5%	69%	79%	80%	80%

- In FY 2016, number of children receiving forensic interviews increased due to an increase in referrals with allegations other than sexual abuse, including physical neglect and physical abuse. There was also a daycare case in which all potentially affected children were referred and interviewed. Child Advocacy Center referrals are also received from school principals, school nurses, and doctor’s offices.
- In FY 2015, number of children receiving forensic interviews increased due to improved recognition of siblings as potential victims and ensuring that they are interviewed as well.

Child and Family Substance Abuse and Early Intervention

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of youth demonstrating increased knowledge of the effects of alcohol, tobacco, and other drugs	120	83	191	14	30	30

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of presentation participants	215	83	207	628	600	600
Number of presentations given	20	33	46	36	50	50

- For FY 2016, the number of youth demonstrating increased knowledge of the effects of alcohol, tobacco and other drugs decreased due to a specific middle school program not being implemented.
- In FY 2016, the number of presentation participants increased due to increased staff capacity and presenting at large conferences and workshops.

- In FY 2016, number of presentations given decreased due to the type of presentations given. The program did fewer presentations but on a larger scale like conferences and workshops.
- In FY 2015, the number of youth demonstrating increased knowledge of the effects of alcohol, tobacco and other drugs increased as the unit implemented a program that had pre and post measures, leading to improved measurement of the impact. This program also provided more penetration in the community, enabling staff to work more directly with youth.
- In FY 2015, the number of presentation participants went up because the unit made a concerted effort to increase its environmental impact. The high demand for Mental Health First Aid training and collaboration with other community systems increased the unit's productivity.

Intensive and Transitional Case Management

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of youth transitioned to adult behavioral health services	4	8	8	18	20	20

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of youth receiving detention-based mental health services per month	N/A	N/A	N/A	13	10	10
Number of youth receiving intensive and routine case management services	44	111	107	68	80	80
Percent of Clients Residing in the Least Restrictive Environment During Services	N/A	85%	84%	81%	90%	90%

- In FY 2016, the number of youth transitioned to adult behavioral services increased. Staff underwent training which led to identifying additional youth.
- Prior to FY 2016, there was no data collected for average number of youth receiving detention-based mental health services.
- In FY 2016, the number of youth receiving intensive care management services decreased due to multiple cases being referred out for case management, therapy, and supportive counseling.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Aging and Disability Services Division and act as the point of entry and central resource center for customers.

Management and Administration

- Promote effectiveness and efficiency.
- Evaluate programs and encourage innovative programming.
- Oversee the Division's financial managment 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.

Customer Service Center

- Enhance quality of life and promote independent living for older adults age 60 years and over and individuals with disabilities.
- Provide information, referrals, 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.
- Plan and coordinate services for older adults, individuals with disabilities, and their caregivers.
- 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, offset by adjustments to retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($3,805).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,035,851	$1,132,337	$1,133,651	-
Non-Personnel	224,162	245,310	249,115	2%
Total Expenditures	1,260,013	1,377,647	1,382,766	-
Fees	1,281	700	700	-
Federal Share	17,472	76,481	76,481	-
State Share	6,043	20,998	20,998	-
Total Revenues	24,796	98,179	98,179	-
Net Tax Support	$1,235,217	$1,279,468	$1,284,587	-
Permanent FTEs	11.05	11.05	11.05	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.05	11.05	11.05	

PERFORMANCE MEASURES

Management and Administration

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of budgeted third party reimbursement revenue received	94%	102%	155%	98%	100%	100%

- Percent of budgeted third party reimbursement revenue received for FY 2014 and FY 2015 actuals were aided by increased fee collections.

Customer Service Center

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of requests for information and assistance	4,418	4,607	4,630	4,650	4,650	4,655
Customers in poverty receiving face to face services	N/A	N/A	N/A	502	530	530
Completion of case management work within 90 days	N/A	95%	94%	99%	98%	98%
Quality of customer experience: Clarity of information	N/A	N/A	N/A	98%	98%	98%
Quality of customer experience: Wait time	N/A	N/A	N/A	100%	98%	98%
Quality of customer experience: Quality interaction with staff	N/A	N/A	N/A	100%	98%	98%

- In FY 2014, the program began to see an increase in the number of information and assistance requests due to outreach efforts for Cluster Care, transportation, and Medicare services among other programs. The Customer Service Center will continue these outreach efforts in the future to elevate the visability of the services offered.

- The completion of case management within 90 days increased in FY 2016 due to quicker referrals to ongoing programs, and therefore reducing the need to keep cases open for longer periods of time.
- Measures indicated as "N/A" were new for FY 2014, FY 2015, or FY 2016.

Volunteer Guardianship and Personal Advocate Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of DHS clients in the Volunteer Guardianship Program with a founded Adult Protective Services case	0	0	0	0	0	0

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of DHS clients with a guardian	93	95	170	180	185	186
Number of volunteer guardians who participate in the program	38	34	37	37	39	39

- In FY 2015, 70 additional cases were identified through clients served in the Regional Older Adult Facilities Mental Health Support Team (RAFT) Program, Senior Adult Mental Health, and Mental Health and Substance Abuse Services. This level of client guardianship is expected to continue in future years.
- In FY 2016, the increase in the number of DHS clients with a guardian is due to individuals with developmental disabilities identified and included in the number of guardians.
- 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.

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 660 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 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 Commissions on Aging and Long Term Care Residences.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($2,098), the Home Delivered Meals Program ($2,867), the Regional Contribution to the Ombudsman Program ($2,673) and the Culpepper Garden Community ($7,198).
- ↑ Federal Share revenue increases due to an adjustment to the projected amounts for the Agency on Aging Plan ($89,477).
- ↑ State Share revenue increases due to an adjustment to the projected amounts for the Agency on Aging Plan ($15,295).
- ↑ Other revenue increases due to an annual three percent increase in rent receipts for the Cherrydale Health and Rehabilitation Center ($7,198).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$317,678	$346,979	$362,159	4%
Non-Personnel	1,019,302	1,039,661	1,054,497	1%
Total Expenditures	1,336,980	1,386,640	1,416,656	2%
Fees	361	-	-	-
Federal Share	443,547	324,684	414,161	28%
State Share	153,381	202,155	217,450	8%
Other	233,421	246,682	253,880	3%
Total Revenues	830,710	773,521	885,491	14%
Net Tax Support	$506,270	$613,119	$531,165	-13%
Permanent FTEs	3.00	3.00	3.00	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	3.50	3.50	3.50	

AGENCY ON AGING

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of grants received	14	13	12	10	10	11
Number of programs funded through the Area Agencies on Aging (AAA)	22	13	12	10	10	11

- The number of grants received was lower in FY 2015 due to the Vertical Village grant ending. In FY 2016, the number of grants received decreased due to the phase out of the liquid nutrition program and the conclusion of grant funding for the Door thru Door Program. The projected increase in FY 2018 is related to the expansion of the No Wrong Door and Options Counseling programs.
- The number of programs funded through the AAA were lower in in FY 2016 is due the conclusion of grant funding for Door thru Door program. The FY 2018 estimate is related to the expansion of the No Wrong Door and Options Counseling programs.

Arlington Area Plan for Aging Services

The Area Plan is supported with Older Americans Act funds, state funds and local funds, as well as reimbursement from the U.S. Department of Agriculture and client contributions.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Administration and Long Term Care Coordination	$317,678	$346,979	$362,159	4%
Information and Assistance/Customer Service	119,473	124,771	132,372	6%
Homemaker Service	371,869	522,940	522,940	-
Home Delivered Meals	103,875	140,094	142,195	1%
Senior Centers with Congregate Meals	125,495	170,306	170,306	-
Transportation - Medical and Nutrition	115,551	111,771	117,852	5%
Long-Term Care Ombudsman	46,371	45,963	45,963	-
Legal Assistance	43,935	49,935	49,935	-
Money Management	36,278	37,238	37,238	-
Total Expenditures	1,280,525	1,549,997	1,580,960	2%
Total Revenues	448,184	542,499	553,336	2%
Net Tax Support	$832,342	$1,007,498	$1,027,624	2%

Administration and Long-Term Care Coordination, Information and Assistance/Customer Service, Homemaker Service, Home Delivered Meals, Transportation-Medical and Nutrition (medical appointments and grocery loops), Long-Term Care Ombudsman, and Money Management are reflected across multiple lines of business in the Aging and Disability Services Division in the Department of Human Services. The Senior Centers with Congregate Meals program can be found in the Department of Parks and Recreation. Legal Assistance is funded in Regionals.

ADULT DAY PROGRAM

PROGRAM MISSION

To improve the quality of life for individuals 18 and older with age-related or developmental disabilities and their families to enable them to remain living independently in the community.

Walter Reed Adult Day Health Care Center

- 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Intra-County Charges increase due to the cost of the Regional Older Adult Facilities Mental Health Support Team (RAFT) and Developmental Disability Services clients attending the adult day program ($20,000).
- ↓ Fees decrease due to an adjustment to align budget to actuals ($22,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$692,514	$715,788	$744,989	4%
Non-Personnel	90,016	116,659	116,809	-
Intra-County Charges	(67,617)	(54,013)	(74,013)	37%
Total Expenditures	714,913	778,434	787,785	1%
Fees	140,424	202,000	180,000	-11%
Total Revenues	140,424	202,000	180,000	-11%
Net Tax Support	$574,489	$576,434	$607,785	5%
Permanent FTEs	8.75	8.75	8.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.75	8.75	8.75	

ADULT DAY PROGRAM

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of caregivers responding to a survey who report that their family member's quality of life has improved	88%	95%	100%	93%	90%	90%
Percent of caregivers responding to a survey who report that their own quality of life has improved	92%	94%	100%	100%	90%	90%

- In FY 2015, fewer caregivers responded to the survey, but all reported improved quality of life. In FY 2016, five participants left the program due health problems. This may have impacted caregiver response rates. The target satisfaction rating is 90% for the day program.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total unduplicated number of participants	64	60	61	56	60	60
Average daily attendance	21.0	22.0	20.5	19.0	21.0	21.0
Average monthly census	37	39	36	34	36	36
Utilization rate (client days attended/capacity)	84%	88%	82%	76%	84%	84%
Compliance with state licensing requirements: Length of license received/maximum length possible	3/3	3/3	3/3	3/3	3/3	3/3

- The FY 2016 decrease in participants is due to five participants having high acuities that left the program.
- The decrease in the utilization rate in FY 2015 and FY 2016 is the result of one less person in attendance on average per day. 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.
- This program has a performance measurement plan. The data above align with this plan. You can read this program’s complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

ADULT SERVICES

PROGRAM MISSION

To promote independent living and ensure the safety of older adults aged 60 years and over and individuals with disabilities residing in the community and to increase awareness of adult and elder abuse, neglect, and exploitation.

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of a Human Services Specialist ($107,762, 1.0 FTE) from Client Services Entry in the Behavioral Health Division, employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to Sequoia Plaza rent ($9,550), an increase for Virginia Department of Social Services (VDSS) in-home services ($30,812), and contractual services ($25,394).

↑ Federal Share revenue increases due to increases in the Virginia Department of Social Services (VDSS) allocation ($127,830) and adjustments for past actuals ($8,050).

↑ State Share revenue increases due to increases in the VDSS allocation ($4,911).

ADULT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,916,569	$2,021,234	$2,066,685	2%
Non-Personnel	2,341,389	2,312,456	2,378,212	3%
Total Expenditures	4,257,958	4,333,690	4,444,897	3%
Fees	12	2,500	2,500	-
Federal Share	1,022,587	773,303	909,183	18%
State Share	200,186	338,454	343,365	1%
Other	7,889	13,000	13,000	-
Total Revenues	1,230,674	1,127,257	1,268,048	12%
Net Tax Support	$3,027,284	$3,206,433	$3,176,849	-1%
Permanent FTEs	19.00	19.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.00	19.00	20.00	

PERFORMANCE MEASURES

Adult Social Services

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of nursing home and community-based waiver screenings	133	115	113	158	170	170
Total number of clients needing intensive intervention	355	361	352	44	55	55
Total number of clients served	488	528	520	537	525	525
Total number of clients receiving Adult Services and Adult Services Home Based Care	N/A	N/A	486	480	481	481
Percent of cases where monthly/ quarterly/annual contact requirements are met	N/A	N/A	88%	100%	100%	100%
Percent of nursing home pre-admission screenings that occur within 30 days of referral	N/A	N/A	80%	73%	90%	90%
Percent of clients who live in the most independent and least restrictive setting	N/A	N/A	43%	68%	75%	75%

- The number of nursing home and community-based waiver and pre-admission screenings is projected to increase based on recent trends in screening requests, as well as an internal reorganization to improve scheduling and processing.
- For FY 2016 and beyond, the data collection method for the total number of clients needing intensive intervention was changed to only include intensive case type designations. Intensive case designations are those that require one contact (phone or face-to-face) per month with

either the client or the client's caregiver. Previously this measure took into account all encounters.

- The total number of clients served increased by 32 from FY 2013 to FY 2015. This increase is due to partnering with Senior Adult Mental Health on complex cases requiring mental health therapy and case management, as well as increased transfers from the Customer Service Center and Adult Protective Services. The increase for FY 2016 is attributed to reassessments of clients at assisted living facilities. Staff anticipate an increase in nursing home placements which will decrease the total number of clients by this program.
- Measures indicated as "N/A" were new for FY 2015 and were not previously tracked.
- For percent of cases where monthly/quarterly/annual contact requirements are met, FY 2015 was the first year data was collected and not all contacts were being logged. A more systematic approach was implemented for FY 2016 and this trend will continue in future years.
- Nursing home pre-admission screenings decreased in FY 2016 due to increased demand and limited staff availability. In FY 2017, a staff member was dedicated solely for pre-admission screenings, therefore resulting in the increase estimates for FY 2017 and FY 2018.
- The increase for percent of clients who live in the most independent and least restrictive setting is attributed to the increase number of screenings by the dedicated staff. More screenings completed will equate to more individuals identified as being able to living independently.

Adult Protective Services (APS)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of clients with reduced risk factors after three months of intervention or at case closure	93%	96%	98%	100%	97%	97%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of clients served	311	312	304	325	313	313
Percent of APS investigations initiated within 24 hours	100%	100%	100%	100%	100%	100%
Percent of initial face-to-face community visits within 5 days	100%	100%	100%	100%	100%	100%
Number/percent of APS investigations substantiated out of total number of investigations	137/54%	131/49%	127/51%	70/28%	111/36%	111/36%
Number/percent of founded APS investigations: Neglect	109/80%	109/83%	94/74%	48/69%	102/79%	102/79%
Number/percent of founded APS investigations: Abuse	6/4%	7/5%	6/5%	8/11%	6/5%	6/5%
Number/percent founded APS investigations: Exploitation	22/16%	15/12%	27/21%	14/20%	21/16%	21/16%
Number/percent of APS clients found to be abused, neglected or exploited who accept services	128/93%	111/85%	114/90%	61/87%	114/88%	114/88%
Percent of investigations completed within 45 days	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of investigations per worker per year	79	87	80	85	85	85

- FY 2016 the total number of clients served increased due to more unfounded cases seeking and accepting services. However, the number of substantiated cases decreased due to less cases determined to be founded. 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 increase in the FY 2017 and FY 2018 estimates for the number of founded APS investigations categorized as neglect are consistent with a statewide increase in self neglect cases. Self-neglect cases are defined as evictions, hoarding, and medical non-compliance.
- There was a nine percent increase of founded APS exploitation investigations from FY 2014 to FY 2015. The increase can be attributed to the increased reporting by financial institutions, which have set up specialized fraud units specifically geared to the protection of seniors.
- 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.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Nursing Case Management and In-Home Services

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number and percent of patients with hypertension who maintain blood pressure within normal limits for the client	81/91%	78/91%	68/91%	68/96%	72/90%	72/90%
Number and percent of clients with medications pre-poured who are adherent to their medication regimen	62/95%	64/97%	49/97%	37/98%	38/95%	38/95%
Number and percent of new clients with fewer ER visits per quarter after admission compared to the quarter before admission	9/29%	10/39%	6/75%	8/80%	9/60%	9/60%

- The number of clients pre-poured decreased in FY 2015 due to fewer total admissions into the program. For FY 2016, the decrease in number is related to a change in the adherence strategy.
- The FY 2015 and FY 2016 decrease in the number and percent of new clients with ER visits are believed to be an anomaly. The program goal remains at 60 percent.

ADULT SERVICES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Nursing Case Management: Number of persons served	362	302	303	446	400	400
Nursing Case Management: Average ongoing caseload per nurse case manager	24	24	21	21	25	25
Nursing Case Management: Average all clients served per nurse case manager	27	27	24	27	28	28
Nursing Case Management: Number and percent of new care plans initiated within 10 working days of admission	39/100%	28/100%	24/100%	22/100%	29/95%	29/95%
Nursing Case Management: Percent of care plans updated quarterly based on chart reviews	50/79%	73/100%	70/100%	63/98%	60/95%	60/95%
Home-Based Cluster Care: Number of persons served and maintained in their home	375	356	350	355	350	350
Home-Based Cluster Care: Number and percent of clients surveyed who are satisfied with services	93%	93%	93%	99%	95%	95%

- Nursing Case Management: Number of persons served has been revised for FY 2014, due to a revised data collection method. The FY 2016 increase in Nursing Case Management: Number of persons served is attributed to staff roles and new coverage arrangements to see more clients with short-term needs for assessment or consultation.
- Nursing Case Management: Average all clients served per nurse was added to the performance plan for FY 2017. The program has historically tracked this measure internally.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

SENIOR ADULT MENTAL HEALTH SERVICES

PROGRAM MISSION

To promote and enhance 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.

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.

Regional Older Adult Facilities Mental Health Support Team (RAFT)

- Reduce state hospitalizations for residents of Northern Virginia age 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.

Mary Marshall Assisted Living Residence

- Provide assisted living housing and services for low-income older adults with serious mental illness and disabilities. The Mary Marshall Assisted Living Residence has been operational since November 2011. 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. Local Arlington net tax support is used to cover the difference between those funding sources and the total cost required to operate the residence.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Psychiatrist ($56,218, 0.20 FTE) to Psychiatric Services in the Behavioral Healthcare Division and positions filled at lower than expected salary levels. The decrease is partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases primarily due to the transfer of consulting costs to the Behavioral Healthcare Division ($130,000) and reductions in the RAFT program ($34,840). These increases are partially offset by increases due to Sequoia Plaza rent ($2,759), contractual services ($101,294), and a reallocation from personnel for work by others in the RAFT program ($47,250) for staff time spent overseeing the program.
- ↓ Intra-County Charges reflects the elimination of work for others associated with overseeing the RAFT program ($47,250).
- ↓ State share revenue decreases due to the Virginia Department of Social Services (VDSS) allocation ($48,658).
- ↓ Federal share revenue decreases due to the Virginia Department of Social Services (VDSS) allocation ($2,407).
- ↑ Other revenues increase due to an annual three percent increase in lease payments to the County for the Cherrydale Health and Rehabilitation Center ($3,545).

SENIOR ADULT MENTAL HEALTH SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,434,738	$1,418,440	$1,380,979	-3%
Non-Personnel	3,078,960	3,106,557	3,092,745	-
Intra-County Charges	(63,901)	(47,250)	-	-
Total Expenditures	4,449,797	4,477,747	4,473,724	-
Fees	194,468	187,281	187,281	-
Federal Share	291,433	505,004	502,597	-
State Share	559,884	607,009	558,351	-8%
Other	114,805	111,412	114,957	3%
Total Revenues	1,160,590	1,410,706	1,363,186	-3%
Net Tax Support	$3,289,207	$3,067,041	$3,110,538	1%
Permanent FTEs	12.50	12.70	12.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.50	12.70	12.50	

PERFORMANCE MEASURES

Senior Adult Mental Health Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of adults served	249	246	250	258	270	270
Total number of persons receiving case management and mental health therapy	185	183	186	191	185	185

- For FY 2013-2014 the total number of adults served reflects only older adults. For FY 2015 and beyond, data includes persons receiving psychiatric and intellectual and development disability services.
- The FY 2017 and FY 2018 estimates increase based on and expected shift of some patients from the Behavioral Health Division to the Senior Adult Mental Health Program.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of home visits per year	500	522	520	573	570	570
Percent of charts that meet quality documentation requirements	N/A	N/A	79%	93%	90%	90%
Percent of progress notes that are entered within one business day	N/A	N/A	92%	97%	90%	90%
Percent of older adult treatment cases maintained in the community and out of a nursing home	98%	92%	97%	98%	97%	98%
Percent of older adult treatment cases not psychiatrically hospitalized	98%	98%	98%	98%	98%	98%
Percent of clients surveyed meeting quality of life rating of good or very good	N/A	N/A	N/A	58%	58%	58%

- Percent of charts that meet quality documentation requirements increased in FY 2016 because the program adjusted business practices and strategic planning. DHS considers 90 percent quality documentation as meeting expectations.
- "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.
- Measures indicated "N/A" were new for FY 2015 and FY 2016.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Regional Older Adult Facilities Mental Health Support Team (RAFT)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of clients maintained in the community after discharge or diversion from psychiatric hospitalization	98%	96%	98%	100%	98%	98%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of clients served	45	57	59	61	56	56
Percent of clients and family members satisfied with services	N/A	100%	100%	100%	98%	98%
Percent of professional partners satisfied with services	N/A	100%	100%	98%	98%	98%
Percent of progress notes entered within one business day	59%	83%	88%	92%	90%	90%

- There was an increase in clients served during FY 2014-2015 due to greater turnover among clients for reasons such as client death and moving to facilities not served by RAFT. The FY 2017 and FY 2018 estimates are based on a continuation of this trend.
- The program did not give out satisfaction surveys in FY 2013 because the survey tool was being analyzed and reworked. A revised tool was administered in FY 2014.
- Percent of progress notes entered within one business day significantly increased in FY 2014 due to adjusted business practices. The percentage increased in FY 2015-2016 due to these adjustments. DHS considers 90 percent timely documentation as meeting expectations. RAFT focused on quality of documentation in addition to timeliness in FY 2015 and FY 2016. Additionally, the FY 2016 percentage has been updated to match the performance measurement plan which was recently completed.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mary Marshall Assisted Living Residence

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Mary Marshall Average Monthly Census	44	50	51	52	52	52

- The Mary Marshall Assisted Living Residence, which opened in November 2011, is a 52-bed facility that provides supportive housing with assisted living services to low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities

DEVELOPMENTAL DISABILITY SERVICES

PROGRAM MISSION

Safeguard and protect children and adults with intellectual and developmental disabilities while optimizing their functioning and independence

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to a reallocation of non-personnel funds to personnel for client oversight for attendance at the Adult Day Program ($50,000), employee salary increases and an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($5,120) and contractual services ($74,081). These increases are partially offset by the transfer of consulting costs to the Behavioral Healthcare Division ($10,000) and a reallocation of non-personnel funds for client oversight of attendance at the Adult Day Program ($50,000).
- ↑ Fees increase to reflect a higher collection rate for transportation fees ($2,000).
- ↑ State share revenues increase due to an adjustment to the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($65,470).

DEVELOPMENTAL DISABILITY SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,033,047	$2,094,498	$2,173,779	4%
Non-Personnel	7,790,800	6,649,347	6,668,548	-
Intra-County Charges	(65,651)	(56,350)	(56,350)	-
Total Expenditures	9,758,196	8,687,495	8,785,977	1%
Fees	414,595	561,132	563,132	-
State Share	2,387,747	742,402	807,872	9%
Total Revenues	2,802,342	1,303,534	1,371,004	5%
Net Tax Support	$6,955,854	$7,383,961	$7,414,973	-
Permanent FTEs	19.30	20.30	20.30	
Temporary FTEs	-	-	-	
Total Authorized FTEs	19.30	20.30	20.30	

PERFORMANCE MEASURES

Support Coordination

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of individuals receiving services in the least restrictive environment: active cases	100%	100%	100%	N/A	N/A	N/A
Percent of individuals whose services were implemented as planned: active cases	94%	100%	100%	N/A	N/A	N/A
Number of adults receiving ID services who are found to have been abused, neglected, or exploited	8	2	2	N/A	N/A	N/A
Percent of individuals who had an annual conversation regarding community-based employment	N/A	N/A	N/A	174/94%	187/98%	190/98%
Percent of individuals who were employed or working toward employment	N/A	N/A	N/A	76/93%	90/100%	99/100%

- Starting in FY 2016 three measures were removed from the Support Coordination performance plan: 1) Percent of individuals receiving services in the least restrictive environment: active cases; 2) Percent of individuals whose services were implemented as planned: active cases; and 3) Number of adults receiving ID services who are found to have been abused, neglected, or exploited. The program added two performance measures in FY 2016: 1) Percent of individuals who had an annual conversation regarding community-based employment; and 2) Percent of individuals who were employed or working toward employment. Data was not collected on these measures prior to FY 2016 and are indicated as "N/A" above. These changes reflect the program's alignment with state priorities.

DEVELOPMENTAL DISABILITY SERVICES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of individuals served	409	443	507	513	554	598
Subset: Number of assessments and evaluations	N/A	N/A	78	56	73	78
Subset: Number of active individuals	179	202	204	218	229	248
Subset: Number of monitored individuals	56	51	225	239	252	272
Subset: Number of inactive individuals	174	190	N/A	N/A	N/A	N/A
Subset: Number of Arlington-based individuals residing in state institutions	27	23	21	5	5	5
Number and percent of family members responding to a survey who expressed satisfaction with support coordination services	48/94%	64/93%	51/95%	56/91%	60/95%	64/95%
Number and percent of mandatory face-to-face contacts completed on time: active cases	724/91%	1,281/95%	1,232/99%	1,130/98%	1,176/99%	1,239/99%

- Estimated increases in number of individuals served assume that one third of all applicants will be found eligible and begin receiving services in FY 2017. Referrals in FY 2017 and FY 2018 will increase due to an anticipated increase in children and youth referred for services from Arlington Public Schools.
- From FY 2013-2014 the measures did not separate out totals for the number of assessment and evaluations. These metrics were included in active, inactive, and monitored individuals.
- Effective March 2013, the active individual category includes those receiving enhanced support coordination as per a new state definition and requirement.
- For subset number of inactive individuals, inactive was merged with monitored case management services in October 2014. Individuals receiving inactive support coordination (inactive individuals) receive services at least semi-annually but do not have person-centered plans. In FY 2015, the subset of inactive individuals was discontinued (indicated with "N/A" above), and all individuals served are now counted as individuals who receive monitoring services.
- In FY 2013, a settlement agreement between the Commonwealth and United States Department of Justice included plans to close state institutions. This will move individuals from monitored status to active support coordination as they leave state institutions and return to the Arlington community, increasing requirements for support coordination client visits and documentation. This is reflected in the FY 2015 and FY 2016 actuals, and as well as FY 2017 and FY 2018 estimates for all critical and supporting measures.
- The reduction in the number of individuals residing in state institutions in FY 2016 is due to the closing of the Northern Virginia Training Center in January 2016.
- The number of mandatory face-to-face contacts decreased in FY 2016 due to a regulatory change by the Department of Behavioral Health and Developmental Services no longer requiring that everyone in a five bed or larger group home be visited every 30 days.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2016 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Supported Employment and Habilitation

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average hourly earnings: Supported employment group models	$9.63	$10.04	$8.30	$9.50	$10.19	$10.50
Average hourly earnings: Supported employment individual models	$12.12	$12.21	$12.26	$12.28	$12.36	$12.50

- In FY 2015, the decrease in hourly earnings for group models was attributed to individuals being new to their jobs, which translates to lower hourly wages. With experience, the average hourly wages increased in FY 2016. This trend is expected to continue.
- Individual models are demonstrating increased hourly wages in FY 2015-2018 due to individual job opportunities and increased emphasis on job development and placement.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clients served: Habilitation services	127	135	140	146	138	149
Clients served: Supported employment group	37	36	42	41	40	43
Clients Served: Supported employment individual	17	22	27	29	27	29
Percent of clients responding to a survey who rated habilitation and supported employment services received as satisfactory or better	94%	92%	99%	96%	99%	99%
Percent responding to a survey rating transportation service received as satisfactory or better	93%	96%	99%	97%	99%	99%

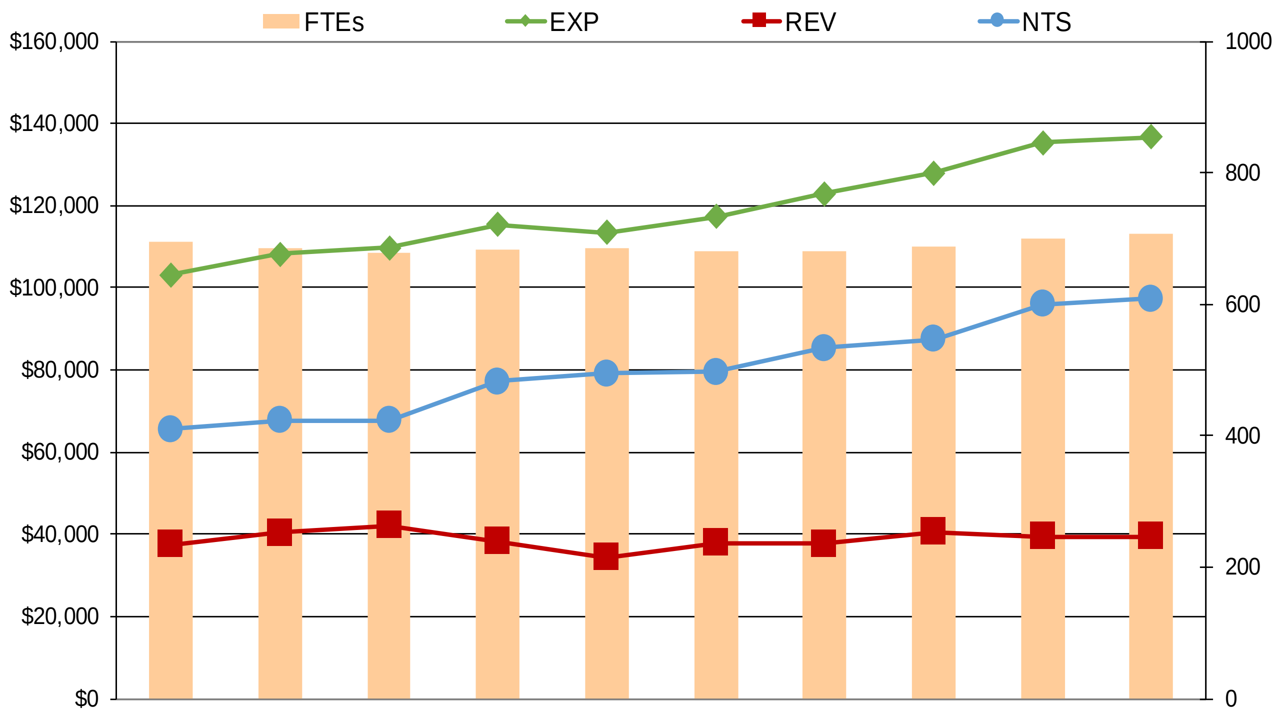
- The key drivers of clients served include client's choice of program upon admission, converting to another type of program based on client choice, as well as coordinating and planning with Arlington Public Schools for the graduates entering the community.

Residential Services

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Clients served: Intensive congregate	85	84	83	91	88	88
Clients served: In-home supports	23	21	22	26	23	23
Clients served: Respite care	4	5	9	5	7	7
Clients served: Supervised congregate	20	22	22	25	30	32
Percent of consumers/advocates surveyed rating services as satisfactory or better	94%	97%	100%	94%	95%	95%

- The FY 2016 increase for the intensive congregate program shows an increase as a result of two new group homes coming online to support the state mandated discharges from the closure of the State Training Centers. The decrease in the estimates for FY 2017-2018 are the result of incentivized providers (under the new Waiver Redesign) to support individuals in smaller homes/setting.
- In FY 2014 and 2015, the respite care program experienced an increase due to emergency cases. Supervised congregate clients served is expected to increase in FY 2017 due to clients moving to supervised apartments as part of a group home consolidation.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$103,058	$108,138	$109,678	$115,347	$113,480	$117,358	$122,965	$127,949	$135,396	$136,704
REV	$37,464	$40,405	$42,042	$38,166	$34,337	$37,826	$37,653	$40,559	$39,504	$39,391
NTS	$65,594	$67,733	$67,636	$77,181	$79,143	$79,532	$85,312	$87,390	$95,892	$97,313
FTEs	694.84	685.89	677.29	683.09	685.84	680.54	681.54	688.79	700.82	706.32

Fiscal Year	Description	FTEs
FY 2009	▪ County Board reallocated $746,161 from the Homeowner Grant program (budgeted in the non-departmental portion of the County budget) to Housing Grants ($528,992), Transitional Housing Grants ($108,585) and Supportive Housing Program ($108,584).	
	▪ County Board added $60,000 in one-time funding for the Arlington Food Assistance Center.	
	▪ County Board added $67,692 and 1.0 FTE to the Child and Family Services Division for a case manager to serve children with intellectual and developmental disabilities (partially offset by a $40,000 increase from Medicaid revenue).	1.0
	▪ County Board added $65,475 and 1.0 FTE to the Behavioral Healthcare Division for a peer counselor at Clarendon House.	1.0
	▪ County Board added $80,000 in one-time funding for the Nuevo Dia, a regional bi-lingual substance abuse treatment program.	
	▪ Increase 6.0 FTEs for staffing and support for the Regional Older Adult Facilities Mental Health Support Team program, which provides intensive mental health services to individuals over the age of 65 who require long-term stays in a protective setting to stabilize their psychiatric symptoms. These FTEs are fully grant-supported.	6.0
	▪ Increase 0.60 FTE to link frail seniors to senior transportation services and to complete monthly reporting required by the state. This FTE is fully grant-supported.	0.60
	▪ Increase 3.0 FTEs to support Base Realignment and Closure (BRAC) workforce transition activities at the new BRAC Transition Center located in Crystal City. These FTEs are fully grant-supported.	3.0
	▪ Increase 0.15 FTE to provide additional support to the rodent control program. This FTE is fully grant-supported.	0.15
	▪ Elimination of one outpatient Substance Abuse Therapist. The caseload carried by that position will be spread among the remaining positions.	(1.0)
	▪ Elimination of one Social Worker from Adult Social Services. The caseload carried by that position will be spread among the remaining positions.	(1.0)
	▪ Elimination of one Hospital Liaison Nurse. The function will be absorbed by existing Public Health staff.	(1.0)
	▪ Increase for rent at DHS headquarters building ($107,920).	
	▪ Increases for personnel and operating costs for a variety of nonprofit service providers ($472,402).	
	▪ Increases for contractual requirements across the Department ($93,505).	
	▪ Increase to fully fund building and maintenance contracts which were under-budgeted for several years ($341,541).	
	▪ Increase in funding for the English as Second Language program, as a result of savings in the General Relief program ($50,000).	
	▪ Increase in Virginia Department of Health Cooperative Agreement (VDH Coop) revenue resulting from a new allocation formula used to distribute funds across the Commonwealth ($164,522).	
	▪ Increase in revenue for the Regional Older Adult Facilities Mental Health	

Fiscal Year	Description	FTEs
	Support Team program ($1,050,000) and Base Realignment and Closure funding ($496,912).	
	▪ Increase in mental health/intellectual disability/substance abuse services program fee scale with the base moving from a minimum co-pay of $2.00 per service to a new minimum co-pay of $3.00. The adopted sliding scale is expected to have no immediate impact on fee revenue.	
FY 2010	▪ County Board added funding for a one-time lump-sum payment of $500 for employees ($391,770).	
	▪ County Board added $60,143 for the Arlington Street People's Assistance Network (A-SPAN) for an outreach worker for the Latino population and one part-time case manager for Opportunity Place.	
	▪ County Board added $122,000 for Nuevo Dia, a regional residential substance abuse treatment program for Spanish speakers.	
	▪ Increases for rent at the Department of Human Services' headquarters building ($132,045).	
	▪ Increases for operating costs for a variety of nonprofit service providers, similar to increases received by County programs ($70,334).	
	▪ Increases for a variety of nonprofit service providers, based on contractual obligations ($163,967).	
	▪ Increases for contractual requirements across the Department ($70,470).	
	▪ Electricity and water/sewer budgets were adjusted based on FY 2008 actual consumption and anticipated utility rate increases ($433,620).	
	▪ In Community Health Protection, increase the Restaurant Application Review fee for each food establishment from $65 to $100 to match every other jurisdiction in the state ($56,000). This fee increase was adopted by the Board at the October 18, 2008 meeting.	
	▪ Decrease in Virginia Department of Health Cooperative funds due to state budget cuts ($250,549).	
	▪ Decrease in a grant from Center for Substance Abuse Treatment that supported the Nuevo Dia residential treatment program ($125,000).	
	▪ Decrease in state funding for Community Service Boards ($381,000).	
	▪ Increase of 5.20 FTEs for fully state-funded positions to support post-Virginia Tech tragedy changes in Virginia law related to mandated mental health emergency services, outpatient therapy and case management.	5.20
	▪ Increase of 0.50 FTE for a fully state-funded position to provide substance abuse treatment and HIV prevention.	0.50
	▪ Reduce $15,040 of $92,169 in operating costs such as supplies, travel, and training in Departmental Management and Leadership.	
	▪ Reduce contractual security guard costs ($139,083) by eliminating day time coverage at 3033 Wilson Boulevard, evening coverage at Fenwick, and Saturday coverage at Edison.	
	▪ Reduce $3,500 of $7,300 for window cleaning at 3033 Wilson Boulevard.	
	▪ Eliminate the 0.50 FTE ($38,188) for Special Projects Coordinator.	(0.50)
	▪ Eliminate one of four FTEs ($50,465) providing accounting technician	(1.0)

Fiscal Year	Description	FTEs
	services.	
	■ Eliminate the one FTE ($112,109) functioning as the Department's Records Management Supervisor.	(1.0)
	■ Reduce $50,488 of $201,415 in operating costs such as supplies, travel, and training in the Economic Independence Division.	
	■ Eliminate $6,500 for prescription assistance for public assistance clients.	
	■ Reduce $15,000 of $36,817 in operating costs such as supplies, travel, and training in the Public Health Division.	
	■ Reduce two of 9.50 FTEs ($114,646) for the Women and Infant Children (WIC) Program.	(2.0)
	■ Eliminate contract funds ($87,000) to Whitman Walker Clinic for medical case management for residents who are HIV positive or diagnosed with AIDS.	
	■ Eliminate two of five FTEs ($201,613) in Vector Control: one working supervisor FTE and one inspector FTE and reduce non-personnel costs ($25,605).	(2.0)
	■ Eliminate one FTE ($81,442) functioning as a pharmacy technician in Disease Surveillance and Investigation.	(1.0)
	■ The County Board adopted a Safety Net Plan for critical emergency assistance programs due to rising economic needs of the most vulnerable populations in Arlington. This plan includes: ▪ Adds two FTEs ($144,564) in Customer Service Entry, increasing three Eligibility Workers to five. ▪ Adds one position ($79,194, 1.0 FTE) in Social Services in Crisis Assistance increasing seven Social Workers to eight. ▪ Increases funding for emergency lodging, increasing funding from $21,000 to $41,000. ▪ Includes $25,000 for a dental program for low-income adults. ▪ Increases $823,000 for various housing assistance programs, including the following: $300,000 for housing grants, $105,000 for Arlington Food Assistance Center (AFAC), $88,000 for emergency cash assistance through Arlingtonians Meeting Emergency Needs (AMEN), $230,000 for permanent supportive housing, and $100,000 for transitional housing. ▪ Increases General Relief by $43,902 for a total budget of $579,450. ▪ Includes funding of $30,000 for SSI/SSDI Outreach Access and Recovery Initiative (SOAR) to continue the pilot program initiated in FY 2009.	3.0
	■ Reduce Homeowner Grant Program budget by $471,340, from $1,418,327 to $946,987. (The total Homeowner Grant Program is reduced to $885,809 due to the elimination of a position in the Public Assistance line of business that primarily manages the Homeowner Grant program.) Eliminate one of five ($61,178) supervisory FTEs in Public Assistance. Eliminated supervisory position primarily managing the Homeowner Grant Program.	(1.0)
	■ Eliminate one remaining FTE ($44,353) functioning as the laboratory	(1.0)

Fiscal Year	Description	FTEs
	administrative assistant.	
	▪ Eliminate 0.50 of three ($37,184) FTEs working as a laboratory technician.	(0.50)
	▪ Eliminate a contract ($21,105) for administrative support to the Mental Health Bureau.	
	▪ Eliminate 0.50 FTE ($30,826) providing administrative support services to the Treatment on Wheels homeless program.	(0.50)
	▪ Reduce the youth emergency fund from $18,000 to $17,500 for young adults with mental illness in need of housing, food, and supplies.	
	▪ Eliminate one hour per week ($2,210) for peer support services to youth with mental illnesses living in community group settings.	
	▪ Reduce $100,000 of a $1.4 million contract for residential services for adults with mental illness.	
	▪ Reduce $69,222 out of a $2 million contract for residential substance abuse treatment for adults.	
	▪ Eliminate one of four FTEs ($84,842) that provides case management services for residents in substance abuse residential facilities and homeless shelters.	(1.0)
	▪ Reduce one of six FTEs ($98,708) in the jail's ACT substance abuse program.	(1.0)
	▪ Eliminate two of five FTEs ($146,283) in Child Care Licensure and Support.	(2.0)
	▪ Eliminate $176,326 in federal pass through matching funds for child care subsidies for families earning higher than the federal poverty guidelines.	
	▪ Reduce $31,159 out of $179,823 in non-personnel contractual services for parent education classes for families with infants and children to age 17.	
	▪ Reduce $15,000 in operating costs such as supplies, travel, and training in Agency on Aging.	
	▪ Eliminate contract ($17,243) to evaluate about 25 older adults and adults with disabilities for assistive devices.	
	▪ Eliminate 0.75 FTE ($47,528) that provides counseling on Medicare, Medicaid, and other health insurance issues to older adults.	(0.75)
	▪ Eliminate 0.80 of one FTE ($83,903) that manages the Volunteer Guardianship Program; consolidate program management with Personal Services Volunteer Program.	(0.80)
	▪ Consolidate Madison and Walter Reed Adult Day Programs resulting in the elimination of the contract for $387,195 for Walter Reed Adult Day Program.	
	▪ Eliminate 0.6 FTE ($25,363) providing administrative support to nursing case management.	(0.60)
	▪ Eliminate one FTE ($92,277) Senior Public Health Nurse who supervises 4.5 FTEs providing home health services to older adults and adults with disabilities.	(1.0)
	▪ The County Board added funding for mental health worker positions ($184,412) providing mental health case management.	2.50
FY 2011	▪ The County Board added $500,000 for housing grants, partially funded	

Fiscal Year	Description	FTEs
	through the elimination of the Homeowner Grant program ($305,000). This funding is in addition to $600,000 for housing grants that was added as part of the safety net adjustments in the FY 2011 Proposed Budget.	
	▪ The County Board replaced lost state funding for the Northern Virginia Family Service Healthy Families program ($29,405).	
	▪ Reduce support to non-profit organizations by one percent, excluding non-profit organizations providing safety net services such as food, emergency services, shelter and clothing ($104,808).	
	▪ Non-personnel expenditures decrease due to the rent abatement resulting from the Department of Human Services' headquarters relocation to the Sequoia building ($2,053,039). This savings has been reallocated to the General Fund's transfer out to capital to support needed building improvements.	
	▪ Increase of 0.50 grant funded FTE for the Drug Free community program.	(.50)
	▪ Increase of 0.50 grant funded FTE for the Drug Free Community program.	0.50
	▪ Increase 3.50 FTEs for fully state-funded positions to support diversion from hospitalization for persons with serious mental illness.	3.50
	▪ Eliminate Administrative Assistant ($71,927) in Director's Office.	(1.0)
	▪ Eliminate Accounting Technician ($63,869) in Financial Management Bureau.	(1.0)
	▪ Eliminate a Management Specialist/Trainer position ($72,491) in Information Systems Bureau.	(1.0)
	▪ Eliminate Employment Services Specialist ($34,007) from the Employment Services Bureau.	(0.50)
	▪ Eliminate the one clinic aide position ($60,731) providing immunization review of childhood immunization schedules.	(1.0)
	▪ Eliminate one administrative technician position ($58,385) providing administrative support to public health clinics.	(1.0)
	▪ Eliminate one Public Health Nurse ($85,966) providing medical case management for at-risk children.	(1.0)
	▪ Eliminate one Administrative Assistant position ($46,166) in the School Health Bureau.	(1.0)
	▪ Eliminate Parent-to-Parent Grant ($17,000) for the support group for parents of children with developmental disabilities.	
	▪ Eliminate 1.0 FTE ($78,195) providing rodent control.	(1.0)
	▪ Eliminate a laboratory assistant position ($30,488) providing laboratory services, primarily blood drawing.	(0.50)
	▪ In FY 2010 and FY 2011, the state reduced funding for Community Services Board programs. In response to these state cuts, the County de-appropriated funding in FY 2010, and the FY 2011 budget includes the following reductions:	

Fiscal Year	Description	FTEs
	▪ Consultants ($38,000), training ($2,769) and operating supplies ($2,741) in Behavioral Healthcare Administrative Services.	
	▪ Contract services ($27,041) and client emergency fund ($13,650) in Customer Service Entry in the Behavioral Healthcare Division.	
	▪ Employee phone charges ($2,000), client emergency funds ($2,000), consultants ($14,490), and recruitment ($3,000) in the Program for Assertive Community Treatment (PACT) program.	
	▪ Reduction in building repair ($8,000) for Clarendon House.	
	▪ Reduction in contract services ($128,953) in Mental Health Residential Services.	
	▪ Day program support and vocational contract funding ($109,484).	
	▪ In FY 2010 and FY 2011, the state reduced funding for the Agency on Aging. In response to these state cuts, the County de-appropriated funding in FY 2010 and the FY 2011 budget reflects a reduction in funding for home delivered meals ($8,479).	
	▪ In FY 2010 and FY 2011, the state reduced funding for the In-Home Services program. In response to these state cuts, the County de-appropriated funding in FY 2010, and the FY 2011 budget includes a reduction in contracted services for in-home/companion services for adults unable to care for themselves without assistance ($60,355).	
	▪ Eliminate 20 hours of contracted administrative support ($18,000) in Behavioral Healthcare Administrative Services.	
	▪ Eliminate funding ($10,000) for online training tool in Behavioral Healthcare Administrative Services.	
	▪ Eliminate 0.50 FTE mental health therapist position ($47,393) supervising homeless case management services in the Behavioral Healthcare Division's Customer Service Entry unit.	(0.50)
	▪ Reduce psychiatric services contract budget by $38,940.	
	▪ Eliminate youth transition emergency fund ($17,500) in Mental Health Community Support Services.	
	▪ Reduce contracted service ($78,076) providing residential supports and case management to clients with serious mental illness.	
	▪ Reduce one therapist/substance abuse counselor position ($72,491) providing substance abuse outpatient treatment services.	(1.0)
	▪ Reduce contracted substance abuse residential services ($210,000).	
	▪ Eliminate 0.80 FTE ($54,412) in Community and School-Based Mental Health Services providing student behavioral management training to parents and other caregivers.	(0.80)
	▪ Eliminate the mental health therapist position ($103,585) serving the "Batterers Intervention Program". Revenue decreased by $7,500, resulting in net tax support savings of $96,085.	(1.0)
	▪ Eliminate administrative assistant position ($65,318) in Agency on Aging.	(1.0)
	▪ Eliminate the Assistant Director position ($88,461) at Walter Reed Adult Day Health Care.	(1.0)

Fiscal Year	Description	FTEs
	▪ Reduce Community Care Home contracts for adult foster care by $20,000.	
	▪ Eliminate 0.80 FTE ($67,506) providing in-home nursing case management, medication monitoring, nutrition screening and coordination with health practitioners for older adults and adults with disabilities.	(0.80)
	▪ Added funding for nine months of operating costs for the Mary Marshall Assisted Living Residence ($1,806,250)	
FY 2012	▪ Increased rent for services relocated from 3033 Wilson Boulevard to Sequoia Plaza ($1,373,661)	
	▪ Additional safety net funds were appropriated in the areas of rental subsidies and general relief ($1,259,832)	
	▪ Contractually obligated increases ($52,893) combined with reductions associated with the move to Sequoia in the areas of service costs ($117,244) and lower electricity costs ($266,357) were realized in the base budget	
	▪ Transfer of a position in the School Health Clinics back to Arlington Public Schools ($116,032)	(1.0)
	▪ The County Board added funding to serve children with serious emotional, mental, and substance abuse issues ($327,003)	4.0
	▪ The County Board added funding for a Mental Health Therapist in the jail ($80,000)	1.0
	▪ The County Board added funding for mental health and substance abuse vocational services (one-time $100,000)	
	▪ The County Board added ongoing funding for Doorways shelter funding gap ($163,054)	
	▪ The County Board added funding for Aging Services Vertical Village Concierge pilot program (one-time $30,000 to cover two years)	
	▪ The County Board added funding for pilot program to combat adolescent substance abuse (one-time $130,000 to cover two years)	
	▪ The County Board added funding for safety net programs, including $224,561 for housing grants in addition to the FY 2011 base (one-time funding), additional funding for emergency housing needs ($200,000 one-time) and pilot for homeless single adults ($50,000 one-time), support for A-Span outreach worker ($70,000), and support for the Healthy Families Program Restoration ($59,000).	
	▪ The County Board added funding for development grant for Arlington Free Clinic (one-time $40,000 to cover two years)	
	▪ The County Board added funding for primary care/behavioral healthcare integration for Alexandria Neighborhood Health Systems Inc (one-time $40,000 to cover two years)	
	▪ Increased grant funded position to support jail diversion for individuals identified with mental health issues.	1.0
	▪ Transferred position from Section 8 fund to Department of Human Services General Fund.	0.80
	▪ Transfer of one FTE in School Health Clinics to the Arlington Public Schools.	(1.0)

Fiscal Year	Description	FTEs
FY 2013	▪ The County Board added ongoing funding for Permanent Supportive Housing ($248,064).	
	▪ The County Board added one-time funding for the Homeless Prevention and Rapid Re-Housing Program ($200,000).	
	▪ The County Board added one-time funding for a second year of the housing grants pilot for singles program ($50,000).	
	▪ The County Board added ongoing funding for an additional 0.5 FTE psychiatrist for children ($97,500, 0.5 FTE).	0.50
	▪ The County Board added ongoing funding for an additional 1.0 FTE to develop and conduct an independent living program for young adults ($70,000, 1.0 FTE).	1.0
	▪ The County Board added one-time funding of $66,000 and ongoing funding of $100,000 for the Job Avenue program for supported employment and education, to be allocated between mental health, substance abuse and young adult services.	
	▪ The County Board added ongoing funding to add 0.5 FTE to the existing 0.5 FTE behavioral health recovery manager ($40,000, 0.5 FTE) transitioning this position to a 1.0 FTE.	0.50
	▪ The County Board added ongoing funding for additional hours for a public health nurse ($37,775, 0.5 FTE) at Carlin Springs Elementary School to bring the position to full-time.	0.50
	▪ The County Board added ongoing funding for additional hours for a mental health therapist at Carlin Springs Elementary School ($41,225, 0.5 FTE) to bring the position to full-time.	0.50
	▪ The County Board added one-time funding for Alexandria Neighborhood Health Services, Inc. in the amount of ($40,000).	
	▪ The County Board added one-time funding for the Arlington Free Clinic ($58,500).	
	▪ The County Board added one-time safety net funding for the Arlington Food Assistance Center ($66,000).	
	▪ The County Board added one-time safety net funding for Arlingtonians Meeting Emergency Needs ($50,000).	
	▪ The County Board added ongoing funding for the Culpepper Garden Senior Center ($30,000).	
	▪ The County Board added one-time funding to the Arlington Street People's Assistance Network ($100,000).	
	▪ The County Board allocated one-time funding for housing grants ($2,226,709).	
	▪ Increased non-personnel for a full year of funding for operating costs of the Mary Marshall Assisted Living Residence ($402,124).	
	▪ Increased rent costs for Sequoia Plaza ($488,407).	
	▪ Added ongoing funding for transportation services for adults with intellectual disabilities ($99,046).	
	▪ Reduced intra-County rent charged to the department for several buildings ($127,229).	

Fiscal Year	Description	FTEs
	▪ Eliminated FY 2012 one-time funding for a variety of projects ($740,431).	
	▪ Due to a decrease in Community Development Block Grant (CDBG) funds, replaced lost CDBG funding with local funding for two Employment Specialist positions ($177,342). One position funded with ongoing funds, and one with one-time funds to allow a transition period.	
	▪ Revenue decrease in the Virginia Department of Health (VDH) mandated restaurant application fee from $285 to $40 annually ($177,500).	
	▪ Elimination of 0.50 FTE previously funded by a Sexual Assault Grant that was not renewed.	(0.50)
	▪ Increase of 0.25 FTE funded by a federal Drug Free Communities grant.	0.25
	▪ The County Board added ongoing funding for Job Avenue ($66,000).	
FY 2014	▪ The County Board added ongoing funding for intellectual disability and mental health case management ($260,000).	3.0
	▪ The County Board added ongoing funding for a mental health emergency services therapist ($85,000).	1.0
	▪ The County Board added ongoing funding for nursing services to mental health group homes as well as outpatient nursing care for children ($149,000).	
	▪ The County Board added ongoing funding for Permanent Supportive Housing ($388,850).	
	▪ The County Board added ongoing funding for residential substance abuse treatment ($50,000).	
	▪ The County Board added one-time funding for a capacity building grant to the Bonder and Amanda Johnson contract serving the Nauck community ($10,000).	
	▪ The County Board added one-time funding for the 2nd Chance Program ($90,000) to be utilized over two years.	
	▪ The County Board added one-time funding for Culpepper Gardens Senior Center ($400,000) to be utilized over three years.	
	▪ The County Board added one-time funding for the Arlington Food Assistance Center ($25,870).	
	▪ The County Board added one-time funding for Arlingtonians Meeting Emergency Needs ($50,000).	
	▪ The County Board added one-time funding for the Arlington Free Clinic ($50,000).	
	▪ The County Board added one-time funding for the Arlington Street People's Assistance Network for a case manager for the 100 Homes Program ($50,000).	
	▪ The County Board added one-time funding for Doorways for Women ($54,000).	
	▪ The County Board added one-time funding for the Vertical Village program ($15,000).	

Fiscal Year	Description	FTEs
	▪ Added an Administrative Assistant ($46,887) and a Human Services Aide ($54,949) as well as operating expenses ($298,164) for the integrated primary care-behavioral healthcare partnership grant.	2.0
	▪ Added non-personnel costs ($9,967), an Employment Services Specialist ($77,191) and a Social Worker ($83,326) for the Arlington Mill Community Center.	2.0
	▪ Eliminated grant funded Management Specialist ($92,674) from the RAFT program.	(1.0)
	▪ Eliminated state funding for the Child Care Subsidy Payment system, which was transferred back to the state from the County ($2,969,150).	
	▪ Eliminated Defense Base Closure and Realignment (BRAC) center funding ($167,025).	
	▪ Eliminated FY 2013 one-time funding for a variety of projects ($2,957,209).	
	▪ Eliminated Virginia Tobacco Grant funding ($175,414).	
	▪ Increase operating expenses for the Parent-Infant Education (PIE) Program ($174,000).	
	▪ Increased rent costs for Sequoia Plaza ($174,684).	
	▪ Increased one-time funding for housing grants ($1,586,493), Homeless Prevention and Rapid Re-Housing Program (HPRP) ($200,000) and ongoing funding for vocational services for adults with intellectual disabilities ($175,000).	
	▪ Intra-County Charges increased due to transfer of administrative fee payment for the RAFT program ($47,250), Northern Virginia Family Services rent at Arlington Mill Community Center ($39,920) and reimbursement for two positions in Public Health ($31,438).	
	▪ Reduced consulting costs for training ($20,000).	
	▪ Hold a Management Specialist and an Accounting Assistant position vacant for six months ($58,383).	
	▪ Eliminated one Management Specialist position ($87,276) from the Volunteer Arlington Program.	(1.0)
	▪ Hold an Eligibility Worker position vacant for six months ($38,890).	
	▪ Eliminated one Human Service Aide ($78,548) from Public Assistance Division.	(1.0)
	▪ Reduced local day care funding for teen parents and families ($100,000).	
	▪ Eliminated two Administrative Technicians ($110,607) from the Fenwick Center.	(2.0)
	▪ Hold a Public Health Nurse position, a Clinic Aide position, and an Environmental Health Specialist position vacant for six months ($141,573).	
	▪ Eliminated one Epidemiology Specialist ($40,394) from Community Health Services.	(0.50)
	▪ Eliminated two Public Health Nurses ($179,622) providing community-based medical case management services.	(2.0)

Fiscal Year	Description	FTEs
	■ Eliminated one Public Health Nurse ($103,651) providing health education to teens at the Reed Center/Career Center who are pregnant or have children.	(1.0)
	■ Eliminated one Public Health Nurse ($108,067) and one Clinic Aide ($63,052) providing on-site health screening and immunizations for non-English speaking children.	(2.0)
	■ Eliminated two Public Health Nurses ($193,282) providing services to Arlington Public elementary schools.	(2.0)
	■ Hold a Psychiatric Nurse position vacant for six months ($44,013).	
	■ Reduced funding for contracted sheltered employment workshop services for seriously mental ill adults ($32,000).	
	■ Eliminated one Substance Abuse Lead Case Manager ($125,983) providing supervision to case managers and substance abuse services at residential facilities and homeless shelters.	(0.80)
	■ Hold a Social Worker position vacant for six months ($38,521).	
	■ Hold a Management Specialist position vacant for six months ($58,716).	
	■ Reduced funding for community care program that links private homeowners with seniors who need residential and personal care services ($14,061).	
	■ Reduced contracted home health aide services for seniors and adults with disabilities ($50,000).	
	■ The County Board added ongoing funding for the Arlington Free Clinic ($75,000).	
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 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).	1.0
	■ The County Board added ongoing funding for a Clinic Aide ($66,614) for the Career Center/H-B Woodlawn.	1.0
	■ Eliminated a grant-funded Administrative Coordinator position from the Behavioral Healthcare Division ($72,231).	(1.0)
	■ 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).	

Fiscal Year	Description	FTEs
	▪ 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 a number of 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).	
	▪ The County Board added a Mental Health Therapist for Jail Based Services ($85,339).	1.0
FY 2016	▪ The County Board added a Psychiatric Nurse Practitioner ($67,672).	0.50
	▪ 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).	1.0
	▪ Added Mental Health Therapists for the Homeless Services Center and emergency mental health services ($216,894).	2.5
	▪ Clinic Aide ($52,887) and a Public Health Nurse ($44,607) for the new Discovery Elementary School.	1.25
	▪ Added grant funded Eligibility Workers ($128,072) for state funded programs.	2.0

Fiscal Year	Description	FTEs
	▪ Removed one-time funding for the Crisis Intervention Team (CIT) Coordinator ($72,606).	(1.0)
	▪ 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).	
	▪ Intra-County charges increase due to the number clients participating in the Intellectual and Developmental Disability Program ($41,038).	
	▪ 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), state and federal homelessness prevention grants ($339,675), and the VIEW and Project Discovery Programs ($49,985).	
	▪ 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).	
	▪ *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 approved by the Board in June. As part of that action, the County Board appropriated one-time funding from PAYG to fund NOVASalud ($25,000).*	

Fiscal Year	Description	FTEs
	▪ The County Board added four County-funded FTEs to serve as Peer Counselors ($286,000). This includes three existing grant-funded Peer Counselors and a fourth Youth Peer Counselor beginning in January 2017.	4.0
FY 2017	▪ The County Board added hours to 20 School Health Clinic Aide positions in order to accommodate increasing school enrollment and clinic visits by students with chronic health conditions ($142,836). The increase will raise the hours for 20 clinic aides from 30 hours per week to 35 for the ten month school year.	2.4
	▪ The County Board shifted funding for Housing Grants added during the proposed budget process from one-time to ongoing funds ($600,000) resulting in $6,513,507 in total ongoing funding and $3,164,248 remaining in one-time funding for FY 2017. The total funding for Housing Grants in the FY 2017 adopted budget is $9,677,755.	
	▪ Added a Human Services Specialist and Mental Health Therapist for the CIT Assessment Site Expansion Grant ($173,972)	2.0
	▪ Transferred the Community Corrections Unit from the County Manager's Office to the Economic Independence Division of DHS.	4.0
	▪ Decreased positions due to staffing efficiencies gained through reallocation and reclassification of existing positions.	(0.37)
	▪ The County Board added ongoing funding for Culpepper Gardens ($107,930).	
	▪ The County Board added one-time funding for the Arlington Food Assistance Center ($50,000).	
	▪ Added ongoing funding for increased rent ($998,287) and contracted services ($527,710) associated with the Sequoia Plaza Complex.	
	▪ Removed one-time funding for the replacement of the County's antibiotics cache ($50,000).	
	▪ Removed one-time funding NOVA Salud ($25,000). The non-profit will continued to be funded in FY 2017 with reallocated base budget funds.	
	▪ Revenue increased for Medicaid/Medicare and Direct Client Fees ($805,037), the Mobile Children's Crisis Stabilization Allocation Program ($414,117), PIE Program ($145,878), and increased funding for Virginia Department of Social Services Programs ($138,198). The increases are offset by decreases to Substance Abuse and Mental Health Programs ($322,500), Virginia Department of Health Grant ($207,054), federal and state Adoption Assistance Grants ($88,421), Parent-Infant Education Grant ($48,172),	
	▪ Increased grant funding for the Workforce Innovation and Opportunity Act (WIOA)-Alexandria Dislocated Grant ($37,500), Crisis Intervention Team (CIT) security budget ($57,749), Parent-Infant Education (PIE) Grant ($145,878), Mobile Children's Crisis Stabilization Allocation ($414,117), Title IV-E Adoption Assistance ($62,295), and Title IV-E Foster Care Assistance ($157,263).	

Fiscal Year	Description	FTEs
	▪ Grant revenue decreased for Substance Abuse and Mental Health Programs ($322,500), a Virginia Department of Health Grant ($207,054), federal and state Adoption Assistance Grants ($88,421), Auxiliary Grants ($21,001), and Parent-Infant Education Grant ($48,172).	
	▪ Eliminated grant funding for the Tuberculosis Grant ($20,000), the Virginia Tobacco Settlement Fund (VTSF) ($172,614).	
	▪ Eliminated grant funding to reflect the transfer of the Adopt-A-Family Grant ($299,391) to a non-profit operator, the conclusion of the SAMHSA Grant ($210,579), and the expiration of the TANF (AEC) Grant ($144,275) and the High Intensity Drug Trafficking Areas (HIDTA) Grant ($22,500).	
	▪ The County Board took action after the FY 2017 budget was adopted to approve the addition of a grant-funded Nurse Practitioner ($63,667, .50 FTE) for Psychiatric Services in the Behavioral Healthcare Division, a grant-funded Management Specialist position ($77,809, 1.0 FTE) for Housing Assistance and Homeless Programs in the Economic Independence Division, a grant-funded Human Services Clinician ($99,461, 1.0 FTE) for Behavioral Healthcare in the Child and Family Services Division, and a reallocation of $128,000 in non-personnel contractor funds to fund the creation of a Psychiatrist position (1.0 FTE) in the Behavioral Healthcare Division.	3.5

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DEPARTMENT OF LIBRARIES
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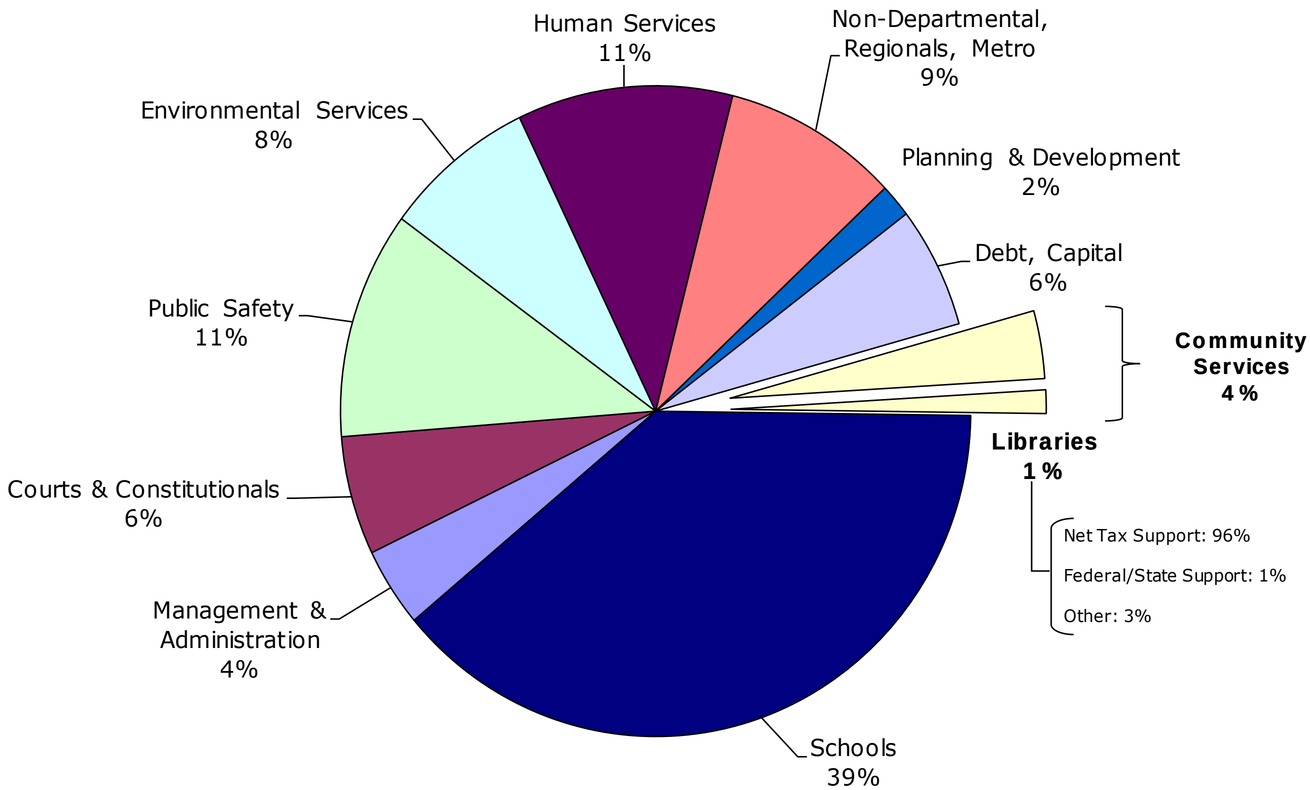
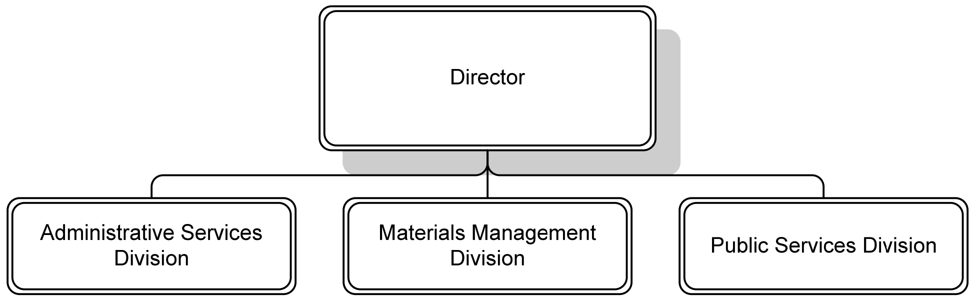
Our Mission: To provide access to information, create connections to knowledge, and promote the joy of reading for every Arlingtonian

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administrative Services
- Financial Oversight
- Personnel Management
- Program Management & Strategic Planning
- Training
- Facilities Management
- Technology
- Special Collections

Materials Services
- Acquisitions
- On-line Services
- Technical Processing of Materials

Public Services
- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Plaza Library

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Libraries is $14,482,930, a five percent increase over the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to the addition of a Youth Services Librarian ($99,500, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actual projections.
- ↑ Non-personnel increases due to the addition of one-time funding for materials ($250,000), one-time funding to continue the libraries Pop-Up Library and move the location to Columbia Pike ($150,000), and contractual increases for the Integrated Library System, offset by the elimination of FY 2017 one-time funding for the Pop-Up library ($250,000), the elimination of FY 2017 one-time funding for the materials budget ($123,077), and adjustments to the annual expense for maintenance and replacement of County vehicles ($512).
- ↓ Intra-county charges decrease because Arlington Public Schools is no longer using the County's contract for certain cataloging services ($11,000).
- ↓ Fee revenue decreases to align budget to actuals in recent years ($60,000).
- ↑ Grant revenue increase due to an increase to the State Aid Public Library Grant ($11,205).
- ▪ Libraries has seen high growth in youth services programming over the last few years and has internally reallocated to address staffing needs. The addition of a Youth Services Librarian will enable Libraries to begin to address growing demand that it can no longer address through internal reallocations. This position is funded from the ongoing savings generated from reducing the Crystal City TIF percentage from 33 percent to 30 percent.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$10,585,261	$11,016,590	$11,598,923	5%
Non-Personnel	2,413,897	2,853,355	2,884,007	1%
Sub-Total	12,999,158	13,869,945	14,482,930	4%
Intra-County Charges	-	(11,000)	-	-100%
Total Expenditures	12,999,158	13,858,945	14,482,930	5%
Fees	472,180	515,000	455,000	-12%
Grants	176,777	171,026	182,231	7%
Total Revenues	648,957	686,026	637,231	-7%
Net Tax Support	$12,350,201	$13,172,919	$13,845,699	5%
Permanent FTEs	120.66	120.66	121.66	
Temporary FTEs	13.19	13.19	13.19	
Total Authorized FTEs	133.85	133.85	134.85	

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.

Technology

- Providing technical support for electronic resources and all public access computers.

Special Collections

- The Center for Local History (formerly the Virginia Room) provides archival and digital collections, research services, and educational programs related to Arlington history.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actual projections.
- ↓ Non-personnel decreases due to the elimination of one-time funding for the Pop-Up library ($250,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($512). These decreases are partially offset by the addition of one-time funding to continue the libraries Pop-Up Library and move the location to Columbia Pike ($150,000), and increased contractual costs for the Integrated Library System ($4,241).
- ↓ Intra-county charges decrease because Arlington Public Schools is no longer using the County's contract for certain cataloging services ($11,000).
- ↓ Fee revenue decreases to align budget to actuals in recent years ($60,000).
- ↑ Grant revenue increases due to an increase to the State Aid Public Library Grant ($11,205).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,404,641	$2,507,797	$2,608,121	4%
Non-Personnel	790,810	1,042,116	945,845	-9%
Intra-County Charges	-	(11,000)	-	-100%
Total Expenditures	3,195,451	3,538,913	3,553,966	-
Fees	472,180	515,000	455,000	-12%
Grants	176,777	171,026	182,231	7%
Total Revenues	648,957	686,026	637,231	-7%
Net Tax Support	$2,546,494	$2,852,887	$2,916,735	2%
Permanent FTEs	24.60	24.10	24.10	
Temporary FTEs	0.70	0.70	0.70	
Total Authorized FTEs	25.30	24.80	24.80	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of facility maintenance requests	431	429	443	445	450	450
Percent of department budget appropriation expended	98.3%	98.0%	98.0%	98.0%	100.0%	100.0%

MATERIALS 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.
- On-line Services - library on-line catalog.
- Technical Processing of Materials.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time funding for materials ($250,000), offset by the elimination of FY 2017 one-time funding for materials ($123,077).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,262,884	$1,372,184	$1,405,994	2%
Non-Personnel	1,320,553	1,416,819	1,543,742	9%
Total Expenditures	2,583,437	2,789,003	2,949,736	6%
Total Revenues	-	-	-	-
Net Tax Support	$2,583,437	$2,789,003	$2,949,736	6%
Permanent FTEs	14.50	14.63	14.63	
Temporary FTEs	0.62	0.62	0.62	
Total Authorized FTEs	15.12	15.25	15.25	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average anticipated wait time for reserved popular print titles	16 weeks	16 weeks	16 weeks	18 weeks	19 weeks	20 weeks
Average anticipated wait time for reserved popular e-titles	N/A	N/A	N/A	27 weeks	22 weeks	22 weeks
Children & teen material as a percent of total library circulation	47.2%	49.4%	51.0%	48.0%	47.0%	46.0%
Downloadable material as a percent of total library circulation	7.4%	9.7%	11.2%	13.1%	20.0%	23.0%
Downloadable material as a percentage of total library material spending	12.6%	11.0%	11.0%	14.0%	22.0%	25.0%
E-materials added to collection	4,684	5,038	6,190	16,725	10,000	14,000
Number of new library cards issued	20,387	20,076	18,889	24,405	23,000	23,000
Physical Titles added to collection	81,483	76,699	68,235	71,556	65,000	64,000
Titles added to the collection	86,167	81,737	74,425	88,281	75,000	78,000

- Average anticipated wait time for popular print titles will increase to 19 weeks in FY 2017 and is estimated to increase to 20 weeks in FY 2018 due to increased cost of materials and a wider variety of materials (digital and print) needed for the collection.
- Anticipated wait times for popular e-titles will remain higher than print titles for the foreseeable future as the same title is significantly more expensive in the digital format.
- Titles added to the collection refers to all copies in the collection in all formats, including ebooks.
- The number of new library cards issued increased in FY 2016 due to outreach to students through Arlington Public Schools during the library’s Summer Reading program.
- Titles added to the collection and E-materials added to collection surged in FY 2016 when the library invested in Hoopla, a streaming digital content option for patrons. A large number of initial titles were added to the collection for the start-up year of Hoopla.

PUBLIC SERVICES

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
- Plaza Library

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$6,917,733	$7,136,609	$7,584,808	6%
Non-Personnel	302,534	394,420	394,420	-
Total Expenditures	7,220,267	7,531,029	7,979,228	6%
Total Revenues	-	-	-	-
Net Tax Support	$7,220,267	$7,531,029	$7,979,228	6%
Permanent FTEs	81.56	81.93	82.93	
Temporary FTEs	11.87	11.87	11.87	
Total Authorized FTEs	93.43	93.80	94.80	

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a Youth Services Librarian ($99,500, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- Libraries has seen exploding growth in youth services programming over the last few years and has internally reallocated to address staffing needs. This position will enable Libraries to begin to address growing demand that it can no longer address through internal reallocations. This position is funded from the ongoing savings generated from reducing the Crystal City TIF percentage from 33 percent to 30 percent.

PERFORMANCE MEASURES

Central Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	27,828	28,742	26,951	35,742	35,000	35,000
Number of physical materials borrowed	988,852	949,761	920,311	876,099	850,000	850,000

Shirlington Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	11,284	10,407	13,235	15,405	15,000	15,000
Number of physical materials borrowed	272,859	276,971	258,003	252,545	250,000	250,000

Westover Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	12,633	14,210	17,090	17,949	18,000	18,000
Number of physical materials borrowed	323,154	320,607	317,295	304,428	300,000	300,000

Columbia Pike Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	8,839	9,399	7,754	6,237	7,500	7,500
Number of physical materials borrowed	186,107	193,591	187,360	170,495	165,000	165,000

Aurora Hills Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	5,832	6,238	6,227	5,494	6,500	6,500
Number of physical materials borrowed	164,419	163,477	153,736	142,118	140,000	140,000

PUBLIC SERVICES

Cherrydale Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	5,637	5,677	4,083	3,607	4,000	4,000
Number of physical materials borrowed	120,939	117,995	116,282	109,584	105,000	105,000

Glencarlyn Library

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of children and young adults attending programs	5,743	6,329	4,788	5,252	5,000	5,500
Number of physical materials borrowed	76,090	78,426	75,615	67,572	65,000	65,000

Plaza Library

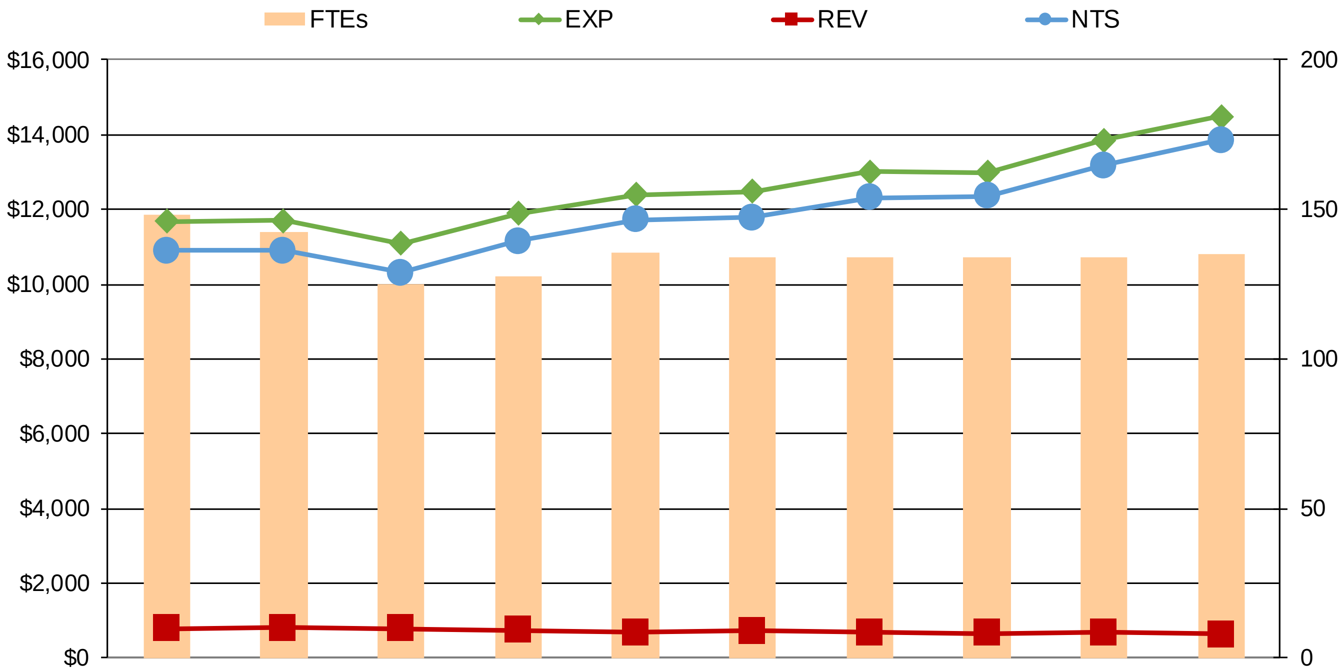
Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of physical materials borrowed	35,643	33,899	31,970	31,836	30,000	30,000

Virtual Library (E-Material)

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of materials borrowed	179,901	234,523	276,718	405,189	432,100	450,000

- Number of virtual materials borrowed surged in FY 2016 when the library invested in Hoopla, a streaming digital content option for patrons.
- The number of physical materials continues to decline as some patrons move to digital borrowing options.
- In keeping with demographic trends seen across the County, the library continues to serve increasing number of children and young adults at library programs.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$11,672	$11,709	$11,099	$11,889	$12,395	$12,493	$13,007	$12,999	$13,859	$14,483
REV	$782	$815	$792	$743	$676	$710	$688	$649	$686	$637
NTS	$10,890	$10,894	$10,307	$11,146	$11,719	$11,783	$12,319	$12,350	$13,173	$13,846
FTEs	148.5	142.65	125.10	127.55	135.55	133.85	133.85	133.85	133.85	134.85

Fiscal Year	Description	FTEs
FY 2009	▪ A service reduction of closing Central Library one hour earlier, Monday through Thursday, was adopted.	
	▪ In FY 2009, the Website Coordination Program and the Arlington Virginia Network were transferred to the County Manager's Office ($771,514, 7.35 FTE) and the operation and maintenance of the County's website was transferred to the Department of Technology Services ($507,809, 2.0 FTE).	(9.35)
	▪ Non-personnel expenditure increases ($4,100) include utility costs based on anticipated rate adjustments ($10,250) and the shared Shirlington Library/Signature Theater facility ($85,000), and non-discretionary contractual increases ($19,800). These increases were partially offset by reductions in County vehicle charges, operating equipment ($24,000), postage ($16,000), employee training ($20,000), operating supplies ($15,000) and library material purchases ($35,000).	
	▪ Revenues increase ($74,590) due to reimbursements from Signature Theater for their portion of utilities at the Shirlington Library/Signature Theater facility ($85,000), partially offset by a reduction in the amount of State aid received ($9,000).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($69,050).	
	▪ The County Board approved increases in Library fees and fines: the daily fine for overdue adult materials will rise from $0.20 to $0.30, while the maximum will rise from $8 to $10; the fine for lost library card will go from $1 to $2; special handling of interlibrary loan requests from $3 to $5; interlibrary loan photocopies from $0.10 to $0.15; and computer printouts from $0.10 to $0.15. Additional revenue from these changes is $134,651 in FY 2010, which is partially offset by a decrease in the Public Library Grant due to State budget cut ($10,993).	
	▪ Closed Westover Library for 3 months beginning July, 2009 to generate one-time savings no greater than $32,000 to offset opening costs of the new facility that opens in October and to help ensure a smooth and efficient transition from the old to the new building. The new facility costs increased by $167,870 to $180,953 in FY 2010 (3/4 of a year). Two FTEs are transferred from the Cherrydale branch ($135,908).	
	▪ Eliminated a Management Specialist position and a Central Services Division Chief position ($155,099, 1.5 FTE) in Administrative Services.	(1.5)
	▪ Reduced funding for training ($25,000), equipment repair ($5,000), building maintenance ($5,000), outside printing ($10,000), unclassified services ($10,000), print shop charges ($5,000), and recruitment ($1,900).	
	▪ Eliminated a Library Supervisor position ($97,627, 1.0 FTE) and reduced funding for materials budget by $65,000 to $1,175,520, operating equipment ($10,000), and operating supplies ($10,000) in Materials and Technology Services.	(1.0)
	▪ Eliminated five Librarian and one Librarian Assistant positions in the branch libraries ($258,512, 3.75 FTE), which was partially offset by an increase in temporary FTEs ($3,278, 0.15 FTE).	(3.60)

Fiscal Year	Description	FTEs
FY 2011	▪ Eliminated the Administrative Assistant positions at the Central Library administrative office ($68,264; 1.2 FTE).	(1.2)
	▪ Reduced the budget for temporary employees ($108,408; 3.44 FTE)	(3.44)
	▪ Eliminated an Information Systems Analyst position ($127,974; 1.0 FTE).	(1.0)
	▪ Reduced library materials budget by $17,604.	
	▪ Reduced Central Library by one hour each day of the week, reduce every branch library by 1 full service day per week except for Plaza Library, Glencarlyn and Cherrydale (due to service cuts taken in FY 2010), and reduce detention center hours by half. In FY 2011, the system will be open 384 hours per week for a reduction of 61 hours. Total reduction ($309,801), reflects savings due to reductions in temporary staff ($240,172; 7.71 temporary FTEs) and utilities due to the closure of buildings ($69,629).	(7.61)
	▪ Eliminated one of 11 Librarian positions ($92,889; 1.0 FTE).	(1.0)
	▪ Eliminated two of 24 Library Assistant positions ($108,080; 2.0 FTE).	(2.0)
	▪ Eliminated one of seven Librarian Supervisor positions ($88,368; 1.0 FTE).	(1.0)
FY 2012	▪ The County Board funded a partial restoration of some branch library hours ($93,461, 2.45 temporary FTE).	2.45
	▪ The County Board restored $50,000 for print materials.	
	▪ The County Board added one-time funding for E-books ($115,000).	
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step ($16,464).	
FY 2013	▪ The restoration of library branch hours reduced in FY 2010 and FY 2011 added 8.0 FTEs ($442,996).	8.0
	▪ Non-personnel expenses decrease due to the reduction of one-time funding for materials ($115,000).	
	▪ Revenues decrease due to a reduction in the amount of fees and fines collected ($50,076), reimbursements from Signature Theatre for their portion of utilities at the Shirlington Library/Signature Theatre facility (15,000), and the amount of State aid received ($5,063).	
FY 2014	▪ Eliminated a Human Resources/Organization Development (OD) Specialist position and a part-time Administrative Technician I position ($147,521, 1.5 FTEs)	(1.5)
	▪ Reduced the budget for temporary employees ($7,088, 0.20 FTE).	(0.2)
	▪ Reduced the consultant budget in Administrative Services Division ($10,000) and Materials Management Division ($10,000).	
	▪ Held 0.5 FTE Library Assistant II position vacant for 6 months ($18,180).	
	▪ Intra-County charges increased ($45,000) for the reimbursement from Schools for their share of the Integrated Library System (ILS).	

Fiscal Year	Description	FTEs
	▪ Revenues decreased due to changes in the reimbursements from Signature Theatre for their portion of utilities at the Shirlington Library/Signature Theatre facility ($70,000) and is partially offset by a restoration of a previous State aid cut ($7,196).	
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 decrease ($34,000) due to changes with APS participation on the County's contract for the ILS. ▪ Revenues decrease ($25,000) based on the historical downward trend of fines, partially due to the increased usage of E-materials which do not incur late fees.	
FY 2016	▪ Increase in the County's contract 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 decrease from $1.00 to $0.30 per day for all DVDs.	

DEPARTMENT OF PARKS AND RECREATION
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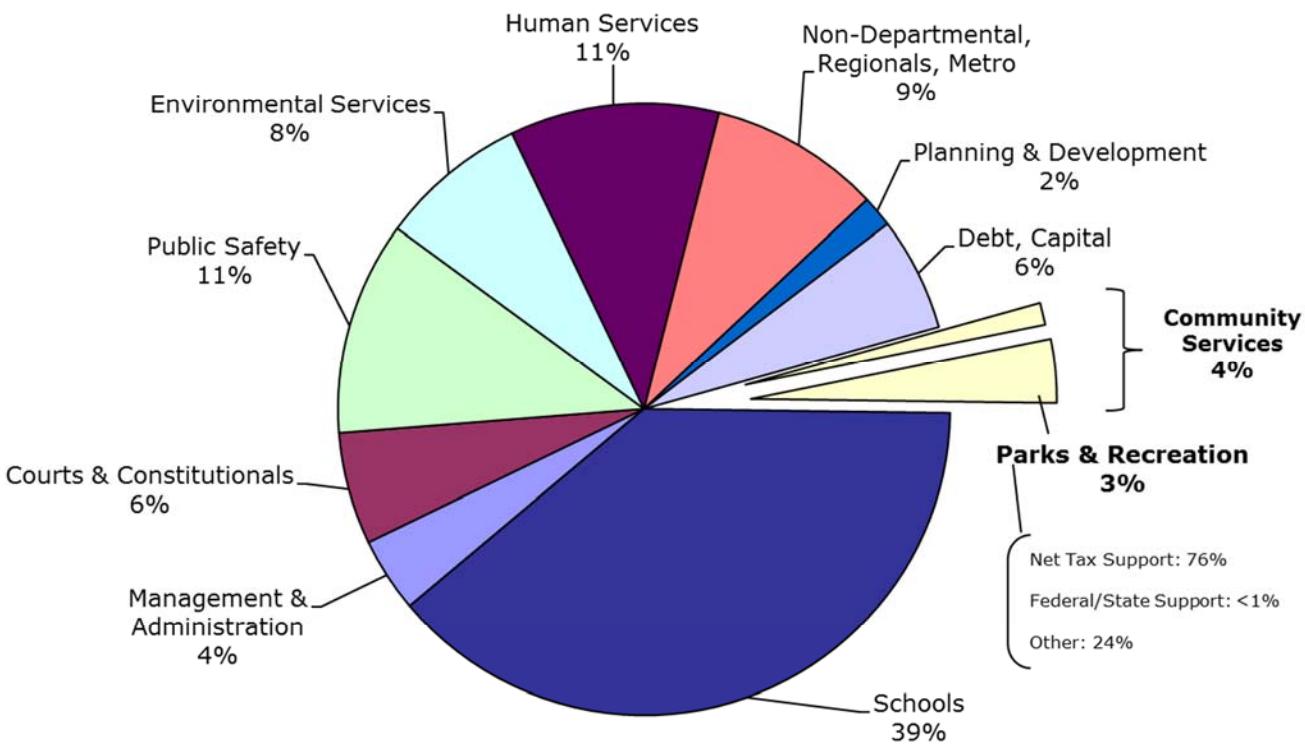
Our Mission: The Department of Parks and Recreation promotes wellness and vitality through dynamic programs and attractive public spaces.

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office

Departmental Management & Leadership
- Human Resources
- Finance & Budget
- Public Relations
- Development
- Technology Resources
- Urban Agriculture
- Safety

Cooperative Extension

Parks & Natural Resources

Park Management & Construction
- Park Management
- Park Construction & Facilities

Forestry & Landscaping
- Forestry Unit
- Landscaping Unit
- Invasive Plant Control

Conservation & Interpretation
- Nature Center Programming
- Historical Interpretation Programming
- Environmental Education & Park Safety
- Environmental Stewardship

Sports & Recreation

Facilities Coordination & Operations

Youth and Family Programs

Teen Programs

Senior Adult Programs

Therapeutic Recreation Programs

Program Resources

Classes, Sports and Camp Programs

Park Development

Planning, Design & Construction Management
- Planning
- Design
- Development

Supplemental Fees Program

Supplemental Fees Program
- Sports & Recreation
- Parks & Natural Resources

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Parks and Recreation (DPR) is $41,794,771, a five percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, increases in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections. Additional increases result from the addition of staffing for the following revenue supported activities:
  - Conversion of revenue-supported gymnastics and aquatics class staff from temporary to permanent status ($207,355, 11.22 FTEs, decrease of 12.27 temporary FTEs);
  - Conversion of revenue-supported competitive gymnastics and aquatics team staff from temporary to permanent status ($65,455, 9.78 FTEs, decrease of 8.84 temporary FTEs);
  - Increased capacity in facilities scheduling and coordination ($46,750, 1.12 temporary FTEs);
  - Increased capacity in Youth and Family Programs ($54,250, 0.62 temporary FTEs); and

- Increased capacity in teen programs ($10,625, 0.22 temporary FTEs).

Personnel increases are partially offset by reduced temporary staffing in a variety of DPR programs ($23,236, 0.32 temporary FTEs).

↑ Non-personnel increases primarily due to increased capacity in sports programs ($19,550), cooperative playgroups ($1,710), age-based operations ($8,500), various other revenue producing programs ($60,488), contractual increases related to a new GIS based Work Order Management System ($106,000), and non-discretionary contractual increases ($224,522). These increases are partially offset by adjustments to the gymnastics and aquatics teams' projected expenses ($3,699) and adjustments to the annual expense for maintenance and replacement of County vehicles ($30,173).

↑ Revenue increases primarily due to increased capacity in gymnastics and aquatics classes ($261,955), increased fees to accommodate the competitive teams' staffing conversion to permanent staff ($71,799), increased capacity in revenue-producing programs ($25,600), increased capacity in outdoor facility rentals ($55,000), increased capacity in cooperative playgroups ($65,835), increased capacity in teen programs ($12,500), and increased capacity in sports programs ($26,000). Other revenue shows a decrease due to an accounting adjustment to move tournament revenue, reported as other, into a newly created fee account ($33,000).

- The decrease in other revenue is offset by an increase in fee revenue by the same amount due to an accounting adjustment relating to how the other revenue was reported in the Supplemental Fees Program Line of Business ($33,000).
- Fee increases in the gymnastic and aquatics competitive team programs were done in accordance with DPR agreements with the booster clubs, which sets fees at the 100 percent cost recovery level. Any fee increases are attributed to additional personnel costs for staff specifically devoted to each of the respective teams.

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$26,875,779	$28,694,433	$30,125,219	5%
Non-Personnel	11,098,342	11,312,899	11,699,797	3%
Subtotal	37,974,121	40,007,332	41,825,016	5%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	37,974,121	39,977,087	41,794,771	5%
Fees	9,330,619	9,420,073	9,971,762	6%
Grants	103,233	115,468	115,468	-
Other	272,111	223,631	190,631	-15%
Total Revenues	9,705,963	9,759,172	10,277,861	5%
Net Tax Support	$28,268,158	$30,217,915	$31,516,910	4%
Permanent FTEs	249.75	259.61	280.61	
Temporary FTEs	121.16	119.43	99.96	
Total Authorized FTEs	370.91	379.04	380.57	

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.

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, and facilities.
- Develop and manage cost-effective County-wide special events to build community and celebrate diversity.
- Facilitate effective communications that support positive community engagement.

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.

Workforce Development

- 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.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- Manage workforce development to increase organizational capacity for high performance via execution of Arlington CAREs and professional agency standards in accordance with the Commission for Accreditation of Parks and Recreation Agencies.
- Steward strategic planning and performance management with systematic evaluation in order to ensure a balanced scorecard approach.

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).

Class, Camp, and Supplemental 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases related to a new GIS based Work Order Management System ($106,000), non-discretionary contractual services ($62,132), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($24,918).
- ↑ Fee revenue increase due to increase in general administration fees based on prior years' actuals ($10,000).
- Negative fee revenue is due to the recognition of credit card transaction fees previously accounted for in non-departmental accounts.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,495,788	$4,480,922	$4,654,376	4%
Non-Personnel	2,560,241	2,528,886	2,672,100	6%
Total Expenditures	7,056,029	7,009,808	7,326,476	5%
Fees	(794,269)	(290,619)	(280,619)	-3%
Other	-	2,100	2,100	-
Total Revenues	(794,269)	(288,519)	(278,519)	-3%
Net Tax Support	$7,850,298	$7,298,327	$7,604,995	4%
Permanent FTEs	37.00	39.00	39.00	
Temporary FTEs	0.83	0.83	0.83	
Total Authorized FTEs	37.83	39.83	39.83	

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PERFORMANCE MEASURES

Departmental Management and Leadership

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
$ (In millions)/% of Department Budgeted Net Tax Support Expended	$23.8 / 93%	$24.6/ 89%	$28.1/ 97%	$28.3/ 98%	$29.9/ 99%	$31.1/ 99%
$ (In millions)/% of Department Total Revenue Goal Reached	$8.6/ 111%	$9.7/ 100%	$9.4/ 98%	$9.7/ 101%	$9.8/ 100%	$10.3/ 100%
DPR Cost Recovery Percentage Budget/Actual	48%/ 52%	52%/ 58%	52%/ 53%	50%/ 56%	50%/ 50%	49%/ 49%
$ /# of Individuals Using Income-Based Fee reductions	$550,933 / 1,491	$624,758 / 1,914	$692,900 / 2,222	$681,560 / 2,341	$740,000 /2,550	$875,000/ 3,000

- Beginning in FY 2014, the Department began making mid-year budget adjustments along with long-range revenue planning to account for changes in program participation in line with DPR's cost recovery philosophy. The FY 2013 actual revenue percentage reflects unappropriated revenue before this change was instituted.
- The Department's actual revenue dipped slightly in FY 2015 due to the gymnastics and aquatics team and class refunds processed related to the 2014-2015 County Manager's Working Group recommendations on this matter. The total revenue includes fees, grants, reimbursements, and miscellaneous revenue.
- The cost recovery percentage is calculated based on the total revenue and expense in the Department's fee-based lines of business in the areas of facility rentals, sports, classes, camps, and other supplemental fee programs. This is derived from calculating the total fee-based revenue in these categories and dividing that by all expenses (support and program). The variation from budget is generally attributed to staff vacancies and lower actual expenses than originally budgeted in these areas as revenue goals have been achieved in most years.
- 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Permanent FTE Positions	233.80	248.75	248.75	249.75	259.61	280.61
DPR Permanent Employee Turnover Rate	6.2%	5.2%	5.8%	6.0%	5.5%	5.5%

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Public Relations

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of visits to DPR website per quarter	178,802	188,233	431,725	445,590	475,000	500,000
E-news subscribers	8,254	20,425	24,871	46,192	55,000	65,000
Number of applicants interested in holding a County-wide special event	171	187	215	220	240	250

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Facebook Fans	1,172	3,409	4,971	8,260	9,500	10,500
Twitter Followers	1,867	2,506	2,844	3,524	4,000	4,500

- The increase in web visits is consistent with the nationwide trend towards greater internet use.
- The total percentage of program registration online is reaching saturation level and therefore is expected to plateau in the future.
- 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.

Safety

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of lost time injuries	4	3	6	6	5	4
Number of OSHA recordable injuries	31	22	23	26	20	18

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of preventable participant incidents and injuries	N/A	2	3	0	0	0
Number of preventable vehicle accidents	13	8	14	16	14	13

- The decrease in preventable participant injuries can be attributed to the department's commitment to park and recreation program and facility safety.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Volunteer Development

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total number of Department volunteers	10,634	10,446	13,960	13,210	13,000	13,000

- 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.
- Beginning in FY 2015, the method for calculating volunteers working on behalf of DPR was consolidated and simplified to allow for greater accuracy and to ensure that people who volunteered on both an ongoing and/or a one-time basis were properly counted.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of adult volunteers rating overall satisfaction with volunteer experience as "good to excellent"	100%	100%	98%	93%	95%	95%
Percent of youth volunteers rating overall satisfaction with volunteer experience as "good to excellent"	97%	94%	99%	98%	95%	95%
Number of community residents participating in partnership and planning processes	386	416	404	434	400	400

- Volunteer satisfaction remains high as those surveyed report they feel they have made a significant contribution to Arlington County through their volunteer efforts.

Class, Camp, and Supplemental Program Registration

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
RecTrac Resident Program registrations	42,380	48,159	50,477	50,670	50,900	51,200
Percent of program registration completed via web	70%	73%	75%	70%	73%	75%

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 Programs 4-H

- Provide hands-on learning and skill development for youths between the ages of five and 18 in the areas of animal sciences, communications and expressive arts, environmental and natural resources education, career development, economics, plant and soil sciences, citizenship, family and consumer sciences, overall health, nutrition, wellness, leadership, science, and technology.

Family and Consumer Education

- Provide education to increase knowledge, influence attitudes, and teach skills in the areas of personal finance, nutrition, energy conservation, and consumer issues in order to improve the quality of individual, family, and community life.
- Assist communities in analyzing the status of families and identifying appropriate community action to meet the needs of families.
- Motivate residents to become involved in community issues and to develop leadership skills.
- Train volunteers and program assistants to support the Family and Consumer Sciences program.

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.
- Support and assist Arlington County parks, community gardens, and sustainable urban agriculture programs through the training of Master Gardener and Master Naturalist volunteers and also assist staff in their support of the Urban Forestry Commission, Beautification Committee, and the Arlington Urban Agriculture Task Force.
- Utilize workshops, demonstration sites, newsletters, the Internet, and certification training to provide research-based information to Arlington County staff, private businesses, residents, landscapers, school ground managers, developers, park and golf course superintendents, retail nurseries, and garden centers to help protect the environment, enhance human health, and contribute to economic stability.
- Conduct and coordinate community engagement through education, demonstrations and other activities.

URBAN AGRICULTURE AND CONSUMER EDUCATION

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$83,188	$82,397	$85,921	4%
Non-Personnel	128,350	148,180	148,180	-
Total Expenditures	211,538	230,577	234,101	2%
Fees	8,656	26,000	26,000	-
Total Revenues	8,656	26,000	26,000	-
Net Tax Support	$202,882	$204,577	$208,101	2%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

County's Urban Agriculture Initiative

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of community garden plot holders	225	225	300	300	340	360

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of farmers markets	7	8	7	8	9	9

- The number of community garden plot-holders increased in FY 2015 due to the expansion of 44 half-plots being constructed at the expanded Four Mile Run Gardens, the conversion of 30 full plots to 60 half-plots, and the addition of two new half-plots, with one half-plot being lost to shade.
- The number of community garden plot holders is estimated to increase in FY 2017 due to 40 half-plots being constructed at the expanded Lang & Glebe Community Garden.
- 20 additional half-plots may be constructed and available in FY 2018 based on a pending determination on the use of vacant property in the Penrose neighborhood.
- Farmers markets experienced a net decrease of one in FY 2015. The Rosslyn Market temporarily closed for site construction, the Arlington Mill Farmers Market temporarily closed for re-evaluation by the Columbia Pike Revitalization Organization (CPRO), and the Fairlington Farmers Market was launched.
- In FY 2016, a new farmers market was opened at Marymount University.
- In FY 2017, the Rosslyn Market is anticipated to re-open.

Virginia Cooperative Extension Programs 4-H Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of participants surveyed who gained knowledge and skills through programs	95%	95%	98%	98%	98%	98%
Percent rating the overall quality of activities as "good to excellent"	95%	95%	98%	98%	98%	98%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
4-H program: Total Participants	2,795	2,265	2,357	2,567	2,600	2,650
4-H: Camping Participants	N/A	40	73	72	72	73

Family and Consumer Education

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of participants/percent surveyed who gained money management and nutrition knowledge and skills through programs	7,572/ 99%	11,580/ 100%	12,733/ 100%	14,376/ 100%	14,500/ 100%	14,500/ 100%
Percent of participants rating quality of service as "excellent or good"	99%	99%	99%	99%	99%	99%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Family and consumer education information seekers	19,398	19,846	21,787	22,559	23,000	23,500
Percent of adult participants in nutrition courses who report eating more fruits/vegetables/grains after taking the course	96%/ 89%/ 97%	96%/ 87%/ 96%	97%/ 88%/ 97%	97%/ 87%/ 97%	97%/ 87%/ 97%	97%/ 87%/ 97%
Percent of adults/children in nutrition courses who reported improvement in their cooking ability after completing a course	98%/ 100%	100%/ 100%	100%/ 100%	100%/ 100%	100%/ 100%	100%/ 100%
Percent of Money Talk (a financial course for women): participants who took actions to improve their finances within three months after course completion/Total dollars saved by participants	100%/ $20,000	100%/ $60,900	100%/ $23,450	100%/ $21,675	100%/ $21,000	100%/ $21,500

- The increases in participants and information seekers are due to increased numbers of volunteers and the addition of grant-funded positions.

URBAN AGRICULTURE AND CONSUMER EDUCATION

Agriculture and Natural Resources

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of customers rating quality of service as "good to excellent"	95%	95%	97%	96%	97%	97%
Percent of participants surveyed who adopted one or more recommended practices	90%	90%	90%	90%	90%	90%
Number of active volunteers trained in urban agriculture, sustainable landscape, and natural resource best management practices.	375	416	445	444	455	475

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Citizens seeking information	16,900	35,587	38,640	45,986	46,000	46,900
Number of participants surveyed who gained knowledge and skills through programs	821	1,010	1,310	15,778	15,000	15,500

- In Calendar Year 2016, the Agriculture and Natural Resources programs provided programming in urban agriculture, sustainable landscape management, and natural resource best management practices. Public education includes: container gardening, raised beds, plant disease and insect management, tree fruit management, household pest management, pesticide safety, tree health (selection, maintenance, and planting), invasive non-native pest management, drought and storm water management, and community garden support in direct response to the Natural Resource Management Plan, Urban Agriculture Task Force Report, and the Urban Forest Management Plan.
- In Calendar Year 2016, the 340 active VCE Master Naturalist and Master Gardener volunteers gave 25,354 hours of Citizen Science, Education, Outreach, and Stewardship projects and reported 5,110 hours of continuing education.
- Increases in number of participants gaining knowledge represent contacts who have directly benefited from educational programs or sought education from our community events, garden open houses, plant clinics, and the expanding online education resources on Facebook, the MGNV.org website and their blog entries, and the online Between the Rows Newsletter.

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 open space management pursuant to the adopted Public Spaces Master Plan.

Planning

- Steward and implement 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 Parks 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, Americans with Disabilities Act (ADA) compliance, and the Neighborhood Conservation (NC) Program.
- Provide comprehensive management of contracted design services for parks and recreation projects.

Development
Manage construction services for park and recreation facilities (funded through parks bonds and Pay-As-You-Go (PAYG) appropriations), site plans, the Neighborhood Conservation Program, and ADA-related compliance.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to salary adjustments for new hires made in FY 2017, position restructuring/reclassifications, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance replacement of County vehicles ($1,094), offset by increases due to non-discretionary contractual increases ($21).

PLANNING, DESIGN AND CONSTRUCTION MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$963,302	$958,491	$1,052,508	10%
Non-Personnel	71,935	87,958	86,885	-1%
Subtotal	1,035,237	1,046,449	1,139,393	9%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	1,035,237	1,016,204	1,109,148	9%
Total Revenues	-	-	-	-
Net Tax Support	$1,035,237	$1,016,204	$1,109,148	9%
Permanent FTEs	12.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.00	20.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Capital Park Bond and PAYG Project Expenditures ($000's)	$25,678	$15,553	$6,369	$8,174	$16,000	$29,000
Capital Projects in Design and Construction	21	21	21	22	30	26

- Projected increase in expenditures in FY 2017 and FY 2018 are attributable to Long Bridge Aquatics Center, which the County Board approved in June 2016, upon recommendations from the assigned task force to move forward with a reduced footprint..

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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary contractual increases ($111,233), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($1,388).

PARK MANAGEMENT AND CONSTRUCTION

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,953,840	$5,208,403	$5,426,771	4%
Non-Personnel	3,396,638	3,545,569	3,655,414	3%
Total Expenditures	8,350,478	8,753,972	9,082,185	4%
Fees	112,104	110,000	110,000	-
Other	258,924	183,531	183,531	-
Grants	37,765	50,000	50,000	-
Total Revenues	408,793	343,531	343,531	-
Net Tax Support	$7,941,685	$8,410,441	$8,738,654	4%
Permanent FTEs	64.00	63.00	63.00	
Temporary FTEs	9.07	9.07	9.07	
Total Authorized FTEs	73.07	72.07	72.07	

PERFORMANCE MEASURES

Park Construction and Facilities

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of lighted athletic field/court locations with all bulbs replaced on a preventive maintenance cycle of 18 locations per year (Goal=18/4-Year Cycle)	N/A	N/A	N/A	N/A	18	18
Number of lighted athletic field/court locations with bulbs replaced due to failure outside of regular maintenance cycle (Goal=0)	N/A	N/A	N/A	N/A	7	5
Number/% of DPR-operated playgrounds receiving the mandated 2 certified safety inspections per year (Goal=83/100%)	N/A	N/A	N/A	N/A	83/ 100%	83/ 100%
Number of tennis/basketball courts repainted/maintained/resealed on recommended five-year cycle (Goal=27/5-Year Cycle)	N/A	N/A	N/A	N/A	15	15
Number of tennis/basketball courts closed due to disrepair or unsafe playing surfaces (Goal=0)	N/A	N/A	N/A	N/A	2	2
Number of park shelters and restrooms with preventive maintenance performed annually (Goal=13/4-Year Cycle)	N/A	N/A	N/A	N/A	7	7
Number of park shelters or restrooms temporarily closed due to unanticipated maintenance issues annually (Goal=0)	N/A	N/A	N/A	N/A	2	2
Percent of restrooms meeting daily and periodic standards of cleanliness and operability over the highest use periods (March-November)	92%	91%	91%	91%	95%	95%

- DPR began formalizing routine maintenance schedules in FY 2016 to better inform the public of the department's work in critical areas of park and facility maintenance and upkeep.
- According to the University Interscholastic League (UIL), the goal of athletic field and court lighting is to provide uniform and smooth lighting throughout the playing area. This implies that all bulbs should be replaced at the same time so there are no bright or dark spots along the field or court. Most lights have a bulb life expectancy of 5,000 hours and DPR experience has shown that bulbs are used approximately 1,300 hours per year.
- The bulb replacement schedule for athletic fields and courts is set on a four-year cycle to replace all bulbs on a court or field towards the end of the useful life cycle. The goal of a uniform bulb replacement cycle is to minimize unexpected outages and ensure all lighted fields and courts maintain uniform and smooth lighting conditions.
- There are 73 locations with a total of 1,166 bulbs. The number of athletic field or court lights may vary from site-to-site based on standards at the time of installation, but the following holds true in general: single basketball/tennis/multipurpose courts average twelve lights/bulbs each; rectangular fields average about 20 lights/bulbs each; and diamond fields average about 32 lights/bulbs each.
- The National Recreation and Park Association (NRPA) recommends that playgrounds be inspected by Certified Playground Inspectors at least twice per year to ensure that children play in a safe and challenging environment.
- The goal of the DPR playground inspection program is to minimize unexpected closures or playground failures as the maintenance program is designed to keep County playgrounds in safe and playable condition.
- Certified inspectors follow a rigorous checklist to test and confirm the safety of all play equipment. Although this inspection program is voluntary, the Department has incorporated two inspections per playground per year as a method to continually monitor and maintain the safety of DPR-operated playgrounds. If a playground is found to be unsafe in one of these inspections, the certified inspector has the authority to shut down the entire playground and/or specific components in question.
- According to United States Tennis Association (USTA) and associated paint and asphalt manufacturers, tennis and basketball courts with moderate use should be on a five-eight year maintenance cycle to ensure consistent, smooth, and safe playing surfaces with no cracks, water pooling, or paint bubbling.
- Based on the intensive and regular use of tennis and basketball courts in Arlington, the ideal schedule to systematically repair and color coat courts is once every five years. DPR maintains a current total of 137 courts, which would equate to 27 courts per year.
- Based on current funding, DPR is currently averaging 15 courts per year, which stretches the cycle to nine years, potentially resulting in more damage and wear to courts.
- DPR seeks to minimize time and effort spent on acute, unanticipated problems throughout the Department's facility inventory so that staff may focus on broader, system-wide maintenance and preventively address potentially significant issues before they require facility closure.
- As part of that preventive maintenance focus, staff have developed recommended schedules for regular painting and minor repairs for park restrooms and picnic shelters. Given exposure to the elements and different construction types, restrooms and shelters should be on a four-year cycle based on current facility inventory, with a goal to perform preventive maintenance on an average of thirteen (13) restrooms/shelters per year. This maintenance includes repainting and minor repairs.
- DPR maintains 30 restrooms and 20 shelters and is currently averaging a 7-year maintenance cycle.

- The restroom standards are compartmentalized by daily and periodic tasks that are monitored by a DPR Contract Compliance Officer. Daily tasks include: pick up and remove litter and trash; wash sinks and changing tables with germicidal disinfectant; mop floors; replenish soap, paper towels, and toilet paper; and clean and wipe commodes and urinals. Periodic tasks include: wash walls and floor drains are checked and cleaned weekly; all other fixtures pressure washed and cleaned on a monthly basis.
- DPR maintains a total of 30 restrooms through its inventory and all are in use during the peak period of March-November. During the winter months, nine restrooms remain open and are held to the same standards, although overall usage is significantly lower than the rest of the year.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of refuse cans serviced per week	N/A	N/A	N/A	N/A	1,035	1,035
Percent of refuse cans serviced according to standards during April through October season	90%	95%	95%	95%	100%	100%
Number of tons of recycling collected per year	N/A	N/A	N/A	N/A	19.7	22.0
Number of tons of refuse collected per year	N/A	N/A	N/A	527.65	527.00	525.00

- 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 this season.

Athletic Field Maintenance

In FY 2015, DPR began correlating data on field maintenance with allocated field usage in order to identify the right balance of maintenance funding and field hours. As this work progressed, the Department also began moving forward with the development of a sports user group allocation study to ensure fair and equitable field scheduling for all sports that use Arlington County fields. While work on field allocation is ongoing at this time, the Department has developed field maintenance goals and a field usage plan to support these maintenance goals.

The National Sports Turf Management Association recommends that active play on all grass be managed to allow for no more than 10 percent turf loss on an annual basis. Due to Arlington's high level of usage, this is not possible without more field inventory; therefore, based on careful planning, Arlington follows a maintenance goal of no more than 30 percent turf loss. This number equates to a maximum number of playing hours on each field on an annual basis, along with associated nutrient management and general maintenance, keeping fields both playable and safe. This is the foundation for the Arlington County field scheduling and maintenance program goals (more detail on associated field scheduling can be found in the Sports and Recreation Division Facilities Coordination and Operations narrative).

The DPR natural grass athletic field inventory for scheduled/permitted use totals 101 (34 diamond; 28 rectangle; 19 combination; and 20 open grass practice fields with some scheduled use) with fields of different sizes, appropriate for different age groups and different uses. In a given year, some fields may be taken out of play to rest the turf or allow for capital projects at those locations. In general, these fields are 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).

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number/Percent of Diamond **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of Less Than 30% Turf Loss	6/19%	5/16%	8/24%	5/15%	8/24%	10/30%
Number/Percent of Rectangle **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of Less Than 30% Turf Loss	0/0%	7/26%	2/7%	6/22%	13/46%	13/46%
Number/Percent of Combination **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of Less Than 30% Turf Loss	2/12%	1/5%	1/5%	2/11%	1/5%	2/11%

- The Arlington maintenance goal of less than 30 percent turf loss equates to a certain mix of nutrient management, general maintenance, and field resting to ensure this goal is met and the turf is replenished. The goal for each area is to find the right balance of funding, scheduling, and maintenance so that play can be spread across the entire inventory of athletic fields.
- The annual contractor budget for athletic field maintenance is approximately $320,000 ($130,000 for irrigation maintenance and $190,000 for nutrient management). The County Board added almost $40,000 in new ongoing funding in FY 2017, resulting in more investment up to the baseline levels.
- As of FY 2017, most of the nutrient management funding goes to the most heavily-used fields. As use is evened out across all fields, the maintenance funding will be spread across more locations. Fields that are scheduled over the Arlington goal of no more than 30% turf loss are generally the premiere fields with more scheduling requests than other fields, resulting in more maintenance funds focused on those fields.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Grass Diamond Athletic Fields Used for All or Part of the Year	31	32	33	34	34	33
Number of Grass Rectangle Athletic Fields Used for All or Part of the Year	27	27	27	27	28	28
Number of Grass Combination Athletic Fields Used for All or Part of the Year	17	19	19	19	19	19

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, hazardous tree removal, and technical assessments of trees in County parks, street rights-of-way, and open spaces.
- Implement strategies for staff, volunteers, and residents to preserve and enhance tree canopy coverage and forest health County-wide.
- Review development and right-of-way plans to ensure compliance with tree preservation and planting requirements, including compliance with the Chesapeake Bay Preservation Ordinance.

Landscaping Unit

- Plant trees on County property, install and maintain landscaping in parks, street islands, and on the grounds of community centers.

Invasive Plant Control

- Combine volunteer, staff, and contractor resources to help control invasive plants on County property.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to non-discretionary contractual increases ($26,931).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,236,620	$2,402,711	$2,548,237	6%
Non-Personnel	768,040	662,894	689,825	4%
Total Expenditures	3,004,660	3,065,605	3,238,062	6%
Fees	96,795	100,000	100,000	-
Total Revenues	96,795	100,000	100,000	-
Net Tax Support	$2,907,865	$2,965,605	$3,138,062	6%
Permanent FTEs	30.00	30.00	30.00	
Temporary FTEs	1.88	1.88	1.88	
Total Authorized FTEs	31.88	31.88	31.88	

PERFORMANCE MEASURES

Forestry Unit

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Street Trees Planted by the County/ Trees Removed/ Net Gain (Loss)	762/ 720/ 42	672/ 620/ 53	804/ 545/ 259	565/ 710/ (145)	820/ 663/ 157	820/ 663/ 157
Number/Percent of Street Trees Pruned Annually	1,300/ 7%	1,100/ 6%	765/ 4%	1,100/ 6%	1,100/ 6%	1,100/ 6%
Number of Trees Distributed to Public through Tree Distribution and Tree Canopy Fund Programs		812	577	515	700	750
Number of Site Plans Reviewed for Tree Impacts during Construction and Development	785	765	761	957	760	816

- 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.
- 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 $117 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.
- One-time budget increases for street tree planting in FY 2013 ($52,500), FY 2014 ($22,500) and FY 2015 ($30,000) resulted in net gains of trees on County property in all three years, despite high tree loss due to the derecho storm in June 2012 and subsequent tree removal. The FY 2017 and FY 2018 estimates reflect the amount of trees planted now supported by the Stormwater Fund.
- The overall tree maintenance budget is approximately $275,000, divided between tree removal and cleanup, watering, and pruning.
- After planting, street trees become well-established after about two years and then require periodic maintenance and pruning.

Landscaping Unit

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total Square Footage of Landscape Beds Maintained by DPR	N/A	N/A	N/A	392,606	392,606	429,523
Percent of landscaping maintained according to Department standards (Goal = 100%)	N/A	N/A	N/A	82%	80%	80%

- The landscape area inventory was updated in 2016. There are 129 landscape installations currently maintained. Each landscape bed was measured, maintenance and expectation needs identified, and each bed was assigned a "Priority Level". There are four (4) "Priority Level" maintenance standards defined based on visibility/visitation and allocation of available maintenance resources.

- Landscape standards are based on the appropriateness of items planted and layout of the landscape beds along with viability, removal/replacement of dead plants and debris, minimal weeds, and appropriate levels of mulching.
- In FY 2018, new and renovated landscape areas at Butler Homes, Woodstock, Virginia Highlands, Tyrol Hills, Quincy, Stewarts, Fort Barnard, and Woodlawn Parks are expected to come on-line for renovation.

Invasive Plant Control

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of acres "actively managed" for invasive plant control as part of the 10-year plan.	120	145	193	193	214	200
Number of acres in 10-year plan that are being managed at "maintenance level."	0	0	0	0	51	73

- In FY 2012, a 10-year plan to focus on invasive plant control efforts in ecologically significant areas was initiated. Beginning in FY 2013, annual funding of $100,000 was appropriated for this plan, with this amount being added to the ongoing base in FY 2015.
- "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 one percent or less of the originally infested area requires annual or periodic maintenance. FY 2017 is the first year that infested areas actively managed for several previous years reached maintenance level status.
- In addition to acreage managed for invasive plant control through the 10-year plan, approximately 16 acres in Lubber Run Park are currently managed at "maintenance levels" through a dedicated ongoing planned gift to the department for this purpose.
- On the capital side, the Neighborhood Conservation (NC) program engages in "actively managing" invasive plant control in neighborhood sites. The current NC plan for FY 2011 – FY 2026 projects a total of 73 acres of active management.
- 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 three years.

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, scheduled interpretative programs, camps, and special events at Gulf Branch and Long Branch Nature Centers for drop-in and registered visitors.

Historical Interpretation Programming

- Provide natural, historical, and cultural interpretive programs and special events at Fort C. F. Smith, and an effective rental program at the Hendry House.

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.

Environmental Stewardship

- Implement recommendations from the Natural Resources Management Plan.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to contractual increases ($9,738).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$854,897	$905,178	$936,024	3%
Non-Personnel	134,017	134,001	143,739	7%
Total Expenditures	988,914	1,039,179	1,079,763	4%
Fees	34,916	30,000	30,000	-
Total Revenues	34,916	30,000	30,000	-
Net Tax Support	$953,998	$1,009,179	$1,049,763	4%
Permanent FTEs	10.00	10.00	10.00	
Temporary FTEs	1.16	1.16	1.16	
Total Authorized FTEs	11.16	11.16	11.16	

PERFORMANCE MEASURES

Nature Center and Historical Interpretation Programming

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of participants in Environmental Awareness Activities reporting increased awareness of Arlington's natural resources in Arlington	99%	96%	98%	97%	98%	98%
Percent of participants in Environmental Awareness Activities reporting a satisfaction level of “good” or “high” with programming services	98%	96%	98%	98%	98%	98%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Visitors (Annually) at Long Branch and Gulf Branch Nature Centers	N/A	20,153	18,276	20,914	21,000	23,000
Number of Participants in Environmental Awareness Activities Both at Nature Centers and in the Community	N/A	14,782	15,994	15,904	16,000	17,500
Number of Participants in Cultural Awareness Activities Both at Fort CF Smith and in the Community	N/A	2,963	3,264	2,172	3,000	4,000

- The decline in number of participants in cultural awareness activities in FY 2016 was due to a decrease in available activities related to staff vacancies. The FY 2017 and FY 2018 estimates reflect an anticipated return to previous levels of activities available.

Environmental Education and Park Safety

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Park Safe issuances, incidents, graffiti, animal violations, alcohol, and disruptive behaviors.	1,656	1,613	1,560	1,506	1,550	1,550

FACILITIES COORDINATION AND 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.

- Manage 16 facilities (14 community centers and two smaller facilities: Carlin Hall, and the Gunston Bubble), including daily operations, facility scheduling, and coordination of the fitness membership program.
- Manage the DPR facility reservations and permit system and monitor all program use of athletic fields and facilities in County parks and Arlington Public School sites designated for community use.
- Manage the Department's program-related transportation services.
- Maintain transaction and household records for customers who register for and participate in classes and camps.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to increased capacity in facilities coordination ($46,750, 1.12 Temporary FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary contractual increases ($3,444), partially offset by the adjustments to the annual expense for maintenance replacement of County vehicles ($2,990).
- ↑ Fee revenue increases due to added capacity in outdoor facility rentals ($55,000), with associated expense increases.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,325,898	$4,448,423	$4,633,172	4%
Non-Personnel	1,379,689	1,383,138	1,383,592	-
Total Expenditures	5,705,587	5,831,561	6,016,764	3%
Fees	1,041,780	1,112,000	1,167,000	5%
Total Revenues	1,041,780	1,112,000	1,167,000	5%
Net Tax Support	$4,663,807	$4,719,561	$4,849,764	3%
Permanent FTEs	36.57	34.53	34.53	
Temporary FTEs	33.96	34.30	35.42	
Total Authorized FTEs	70.53	68.83	69.95	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of customers rating the quality of services at fitness facilities "good to excellent"	96%	97%	94%	87%	90%	95%
Percent of users rating the quality of customer service provided by Facilities Scheduling and Operations staff throughout the reservation process and onsite experience as "Strongly Agree & Agree" in the areas of: being knowledgeable & courteous, processing requests in a timely manner, room setup, and providing quality customer service	N/A	N/A	N/A	88%	90%	90%

- As of FY 2016, the main customer service satisfaction measure for scheduling and operations was expanded to the current definition above, replacing a prior, less-detailed measure.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of DPR fitness memberships issued	3,577	3,753	3,847	2,940	3,000	3,000
Number of community center room reservations processed	4,011	4,633	4,692	4,357	4,500	4,500
Hours reserved in community center rooms	142,726	152,452	151,548	170,538	170,600	170,600
Number of local and long-distance trips on DPR-owned and operated buses and coaches	N/A	423	403	459	460	460
Number of customer encounters (phone and in-person) with the Registration and Scheduling Office	N/A	N/A	N/A	66,482	70,000	70,000

- The number of DPR fitness memberships issued for the fiscal year includes full year and partial year memberships for unique individuals. In FY 2016, DPR introduced the new Office of Senior Adult Programs (OSAP) Gold Pass (which included OSAP membership and unlimited fitness room use at all facilities). This new pass led to a decline in fitness-only memberships, but an increase in OSAP memberships.
- In FY 2016, a new public survey covering all the processes related to scheduling and onsite management was instituted to give a full picture of the customer service experience to assist staff with making process improvements. One of the improvements already made was the incorporation of the Facilities Scheduling phone line into the DPR Call center, eliminating the possibility of a customer being directed to voicemail, which has directly attributed to the increase in satisfied customers.
- The increasing number of hours reserved indicates a higher demand for DPR facilities that are at or close to capacity during specific times of the year (outdoor facilities) and shows an increase in demand for indoor facilities.
- The survey questions related to the "Percent of users rating the quality of facility scheduling as "good to excellent" measure were changed between FY 2014 and FY 2015, causing its slight decline.

Athletic Field Scheduling

In FY 2015, DPR began correlating data on field maintenance with allocated field usage in order to identify the right balance of maintenance funding and field hours. As this work was progressing, the Department also began moving forward with the development of a sports user group allocation study to ensure fair and equitable field scheduling for all sports that use Arlington County fields. While work on field allocation is ongoing at this time, the Department has developed goals for the intersection of field maintenance and the use of those fields in support of the maintenance goals. This is part of a multi-tiered approach to first identify the boundaries of how much the different fields can be used; determine the proper mix of competition, practice, and recreation level fields; and to implement an objective process to schedule time on those fields.

At this time, the data presented in this section only addresses that maintenance-related usage goal and illustrates the amount of time on fields that is under DPR control. Arlington Public School (APS) usage and the effect of community drop-in time has not yet been analyzed.

Based on maintenance standards recommended by the National Sports Turf Management Association and staff experience, Arlington follows a maintenance goal of no more than 30% annual turf loss, 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 field is summarized below:

- For diamond fields, this equals a maximum of 900 hours annually;
- For rectangle fields, this equals a maximum of 800 hours; and
- For combination fields, this equals a maximum of 700 hours. This is the foundation for the Arlington County field scheduling and maintenance program goals (more detail on associated field Park Management and Construction narrative).

The DPR natural grass athletic field inventory for scheduled/permitted use totals 101 (34 diamond; 28 rectangle; 19 combination; and 20 open grass practice fields with some scheduled use) with fields of different sizes, appropriate for different age groups and different uses. In general, these fields are 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). Due to the different sizes and natures of the different fields, some are only suitable for youth play while others may be suitable only for adults. These factors help to drive the complicated nature of field scheduling where the entire system may see capacity, but individual fields as they are currently configured may not allow for scheduling a specific sport (e.g. adult softball cannot be scheduled on a youth baseball diamond).

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. The majority of scheduled field use takes place during DPR primetime hours, which are generally defined as evenings, weekends, and summer. The maintenance goal is focused on all grass field use, but the first steps in the sports user group allocation study and pilot implementation have been focused on effecting prime time usage. As this area is further developed and more analysis is done on weekday usage, a fuller picture of field usage will be developed.

FACILITIES COORDINATION AND OPERATIONS

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Synthetic and Grass Athletic Field Reservations Processed (Diamond, Rectangle, and Combination)	2,055	1,566	1,870	1,528	2,000	1,950
Hours Reserved on **Synthetic** Athletic Fields (Diamond and Rectangle)	18,156	18,368	18,604	21,761	22,949	19,471
Hours Reserved on **Grass** Athletic Fields (Diamond, Rectangle, and Combination Fields)	42,323	54,132	54,612	60,463	68,323	69,500
Hours Reserved on Open **Grass** Practice Level Fields	4,100	6,210	6,248	6,325	6,445	11,500
Total Number of **Grass** Diamond Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	8/26%	8/25%	10/29%	15/44%	13/38%	11/33%
Total Number of **Grass** Rectangle Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	1/4%	3/11%	3/11%	2/4%	2/7%	2/7%
Total Number of **Grass** Combination Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	7/42%	7/37%	6/32%	11/58%	8/42%	6/32%

- Projections for synthetic field reservations are based on total primetime available hours (evenings, weekends, and summer) for the current inventory of one synthetic diamond and 13 synthetic rectangles. In FY 2018, two of those rectangle fields will be closed for renovations.
- Historical data for scheduling primary and secondary fields shows that a high number of fields are scheduled within the maintenance goal range. However, over the period of FY 2013-FY 2016, fields that are over this range exceed by an average of 30 percent, showing that a relatively small number of fields have been over-scheduled over the past several years.
- Although historical data indicates that there is field inventory available for overall demands, the additional factors of field size, age appropriateness, and design must be considered for each field to determine how best to spread play across the entire system. This issue is driving current analysis and projected changes as part of the sport user group allocation study. Some improvement is projected for FY 2017 and FY 2018.
- Overall grass field reservations are projected to exceed the total number of hours prescribed by the Arlington Maintenance Goal beyond FY 2018 as steps are taken to spread play and maintenance across the inventory. As further work is focused on sports user group allocation over the coming years, these open grass practice fields will be utilized as part of the inventory planning.

FACILITIES COORDINATION AND OPERATIONS

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Total Available Annual Primetime **Grass** Athletic Fields Hours (Including Scheduled Open Grass Practice Fields)	99,692	100,910	104,490	104,926	105,936	102,833
Total Available Annual Hours **Grass** Athletic Field Time (Diamond, Rectangle, and Combination) Available for Scheduling Under DPR Maintenance Goal	61,400	62,800	63,700	65,500	66,300	65,400
Number of Grass Diamond Athletic Fields Available for Scheduling for All or Part of the Year (Primary/Secondary)	11/20	11/21	11/21	13/21	13/21	13/20
Percent of **Primary / Secondary** Grass Diamond Fields Scheduled to Arlington Maintenance Goal of Less Than 900 Annual Hours	45%/ 90%	55%/ 86%	31%/ 90%	31%/ 71%	46%/ 71%	54%/ 80%
Of the Total Grass Diamond Athletic Fields Scheduled in ***Excess*** of Arlington Maintenance Goal, Average percent Over Per Field (Goal=0%)	20%	43%	46%	33%	20%	18%
Number of Grass Rectangle Athletic Fields Available for Scheduling for All or Part of the Year (Primary/Secondary)	17/10	17/10	17/10	17/10	17/11	17/11
Percent of **Primary / Secondary** Grass Rectangle Fields Scheduled to Arlington Maintenance Goal of Less Than 800 Annual Hours	94%/ 100%	88%/ 90%	82%/ 100%	88%/ 91%	88%/ 91%	88%/ 91%
Of the Total Number of Grass Rectangle Fields in ***Excess*** of Arlington Maintenance Goal, Average percent Over Per Field (Goal=0%)	9%	30%	12%	10%	8%	6%
Number of Grass Combination Athletic Fields Available for Scheduling for All or Part of the Year (Primary/Secondary)	6/11	8/11	8/11	8/11	8/11	8/11
Percent of Grass **Primary / Secondary** Combination Fields Scheduled to Arlington Maintenance Goal of Less Than 700 Annual Hours	67%/ 55%	63%/ 27%	50%/ 82%	50%/ 50%	75%/ 64%	88%/ 73%
Of the Total Number of Grass Combination Fields in ***Excess*** of Arlington Maintenance Goal, Average percent Over Per Field (Goal=0%)	28%	45%	37%	50%	38%	30%
Number of Open Grass Practice Fields Available for Scheduling for All or Part of the Year	10	14	15	18	18	18

FACILITIES COORDINATION AND OPERATIONS

- The total number of open grass practice fields includes open grass areas as well as sections of pocket parks and other areas that are large enough for scheduled practices and other uses. Beginning in FY 2016, the full inventory of open grass practice fields was made available for scheduling purposes, although the Department expects use to be minimized over time. The additional room that is afforded by these fields when other fields are closed for renovation and maintenance must be balanced with the community's desire to have consistent, high-quality spaces for drop-in play.
- In FY 2016, fields at Tuckahoe, Greenbrier, Oakgrove, Quincy, and Virginia Highlands were closed for renovations for significant periods of time.

YOUTH AND FAMILY PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting individuals of all ages and abilities emotionally, socially, physically, and cognitively.

Youth 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 young children, ages one thru four, early childhood programs designed as an introduction to recreation programs, which foster healthy, creative, and active building blocks for children.

Family Programs

- Provide family recreation programs to ensure socially appropriate asset building experiences that will positively influence young people's development and family relationships.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to increased capacity in programs ($54,250, 0.88 temporary FTEs), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by decreased capacity in camps ($17,000, 0.26 temporary FTEs).
- ↑ Non-personnel increases due to increased capacity in cooperative playgroups ($1,710), age-based operations ($8,500), and non-discretionary contractual increases ($106).
- ↓ Fee revenue decreases due to consolidation of all camp revenue into the Supplemental Fees Program Line of Business ($72,500) and decreased capacity in camps ($20,000), offset by increased capacity in cooperative playgroups ($65,835).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,419,314	$1,694,782	$1,740,994	3%
Non-Personnel	104,811	61,661	71,977	17%
Total Expenditures	1,524,125	1,756,443	1,812,971	3%
Fees	929,053	847,118	820,453	-3%
Total Revenues	929,053	847,118	820,453	-3%
Net Tax Support	$595,072	$909,325	$992,518	9%
Permanent FTEs	8.80	10.10	10.10	
Temporary FTEs	13.89	10.99	11.61	
Total Authorized FTEs	22.69	21.09	21.71	

YOUTH AND FAMILY PROGRAMS

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of parents/guardians reporting their child experiencing increased assets in the areas of support, feeling valued, and building social and cultural competency	96%	99%	100%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of DPR preschool enrollments	114	103	113	123	123	123
Number of elementary after school enrollments	145	144	135	45	45	45
Number of DPR cooperative playgroup enrollments	N/A	N/A	N/A	211	252	252
Number of OST Program total enrollments (includes break blast & holiday)	N/A	N/A	N/A	209	250	250
Overall satisfaction of OST School Year programs (Break Blast & Holiday)	N/A	N/A	N/A	97%	97%	97%

- As of FY 2016, the elementary after school program was reduced to one site following the transfer of two DPR afterschool programs to APS Extended Day.
- The DPR Cooperative Playgroup program began in FY 2016 as a transition from parent-run cooperative playgroups. They are scheduled for 16-week sessions three times per year at Fairlington, Madison, and Lee Community Centers.

TEEN PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting teens emotionally, socially, physically, and cognitively.

- 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to increased capacity in programming ($10,625, 0.22 Temporary FTEs), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Fee revenue increases due to added capacity in programming, with associated expense increases detailed in the personnel bullet above ($12,500).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$916,240	$990,524	$1,044,509	5%
Non-Personnel	28,427	31,050	31,067	-
Total Expenditures	944,668	1,021,574	1,075,576	5%
Fees	69,847	60,838	73,338	21%
Total Revenues	69,847	60,838	73,338	21%
Net Tax Support	$874,821	$960,736	$1,002,238	4%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	6.23	6.47	6.69	
Total Authorized FTEs	13.23	13.47	13.69	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of participants showing leadership and engagement in community	99%	98%	99%	99%	98%	98%
Percent of youth participants demonstrating positive pro-social behavior while engaged in inter-agency program collaborations	99%	99%	99%	99%	97%	98%
Percent of youth reporting overall program satisfaction as "good to excellent"	99%	99%	98%	98%	98%	98%

TEEN PROGRAMS

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of participants attending programs	28,348	31,359	35,091	35,500	36,000	37,000
Number of participants in Teen Civic Engagement opportunities	205	335	296	386	400	425

- Teen participants in the Teen Enterprise and Amusement Management (TEAM), Teens Making a Difference (T-MAD), middle school and DJ clubs, and teen fitness volunteering were evaluated on their leadership and engagement in community. These are asset-building activities.
- Teen participants were evaluated on their positive pro-social behavior in teen Summer Junior Jams, Teen Aftershool Programs (4 locations), and the T-MAD program.
- The number of participants attending programs is a duplicated count. If one teen attends two events, it is counted as two participants.
- The teen civic engagement measure includes multiple forms of service-oriented civic engagement by teens in the following programs: Youth Congress, T-MAD, TEAM at community functions, Teen Summer Junior Jam program (Six locations), DJ services at county events and middle school clubs that engage in community service. In FY 2015, the measure dipped slightly as private events attended by TEAM staff were removed from the calculation of service-oriented public activities.

SENIOR ADULT 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary contractual increases ($3,248).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,208,725	$1,439,524	$1,484,348	3%
Non-Personnel	332,871	408,048	411,296	1%
Total Expenditures	1,541,596	1,847,572	1,895,644	3%
Fees	302,314	144,308	144,308	-
Grants	65,468	65,468	65,468	-
Total Revenues	367,782	209,776	209,776	-
Net Tax Support	$1,173,814	$1,637,796	$1,685,868	3%
Permanent FTEs	12.98	13.58	13.58	
Temporary FTEs	6.45	5.65	5.65	
Total Authorized FTEs	19.43	19.23	19.23	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of total senior adult fitness participants who report the program meets their fitness needs and goals "always or most of the time"	93%	97%	97%	97%	97%	97%
Percent of registered participants who report they are better able to follow a healthy lifestyle due to their participation	86%	88%	87%	85%	86%	87%

Percent of registered participants who report they value social contact with people in the programs	88%	89%	89%	89%	90%	90%
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	4,870	5,534	5,580	6,779	6,000	6,500

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Meals served at congregate senior nutrition sites	14,330	13,430	10,549	10,715	11,000	11,500
Number of individuals registered with a Base Pass for the Office for Senior Adult Programs	4,870	5,534	5,580	4,312	4,000	4,250
Number of individuals registered with a 55+ Gold Pass with the Office for Senior Adult Programs	N/A	N/A	N/A	2,467	2,000	2,250
Percent of registered participants who report the activities lift their spirits	91%	94%	91%	95%	92%	93%
Percent of registered participants who report they are better able to follow a healthy lifestyle due to their participation	86%	88%	87%	85%	86%	87%
Percent of registered participants who report they value social contact with people in the programs	88%	89%	89%	89%	90%	90%
Percent of registered participants who report they exercise more due to their participation	80%	81%	80%	81%	82%	82%
Percent of senior fitness participants reporting their participation enhances their strength and energy	88%	84%	92%	92%	90%	91%
Volunteer hours for the senior adult travel program	3,982	3,597	3,850	3,359	3,400	3,500
Number of day trips per month	14	14	14	15	14	14

- In FY 2016, the Office of Senior Adult Programs (OSAP) began offering two membership options: the base pass, allowing for access to all OSAP programs and classes, and the Gold Pass, which allows for base pass privileges and unlimited fitness visits to all DPR fitness facilities in the County.
- There is a national trend of decreased participation in congregate meal programs, with multiple factors contributing to Arlington's general decline in participation. These factors include: some low-income seniors moving away or transitioning to Adult Day Services; senior living apartments offering more on-site programs and services, and seniors staying home due to health concerns. Variations in volunteer hours were due to inconsistency of volunteers reporting hours and a slight decrease in number of volunteers.

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 reasonable 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$605,089	$756,827	$811,862	7%
Non-Personnel	30,760	32,260	32,260	-
Total Expenditures	635,849	789,087	844,122	7%
Fees	52,360	45,000	45,000	-
Total Revenues	52,360	45,000	45,000	-
Net Tax Support	$583,489	$744,087	$799,122	7%
Permanent FTEs	5.00	6.00	6.00	
Temporary FTEs	4.87	4.87	4.87	
Total Authorized FTEs	9.87	10.87	10.87	

THERAPEUTIC RECREATION PROGRAMS

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 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 programs	82%	86%	77%	84%	83%	85%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of adults (18+) with disabilities served in general recreation programs with **support** from TR	9	11	15	14	20	22
Number of adults (18+) with disabilities served in specialized TR programs and classes	138	133	142	124	130	131
Number of youth (under age 18) with disabilities served in general recreation programs with **support** from TR	186	222	300	307	303	306
Number of youth (under age 18) with disabilities served in specialized TR programs and classes	218	193	180	222	225	227

- Support from TR staff in general programs may include provision of a staff member to assist an individual 1:1 during a program or to lower the staff-to-participant ratio, making regular observations, developing accommodation plans, training, arranging for a sign language interpreter, and/or providing regular consultation.
- In FY 2016, data indicates a trend for inclusion versus adapted program offerings along with repeat participants engaging in more inclusion offerings and settings. The dip in adapted adult services is attributed to canceled classes, program life cycles ending, and less direct service done by programmers. Increases in future years are anticipated due to varying offers and increased marketing efforts.
- Youth with disabilities serviced in specialized TR programs and classes increased in FY 2016 due to staffing availability, after a decline in FY 2014 and FY 2015 due to staff vacancies.

PROGRAM RESOURCES

PROGRAM MISSION

To provide resources through the Offices of Creative Resources ("OCR") and Community Health ("OCH") 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.
- Support and promote the FitArlington initiative by providing movement and nutrition educational activities to promote heart healthy lifestyles.
- Evaluate, develop, manage, and implement County-wide community health promotion programs through recreation-based services.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to non-discretionary contractual increases ($403).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$914,739	$1,170,549	$1,228,449	5%
Non-Personnel	108,231	126,038	126,441	-
Total Expenditures	1,022,970	1,296,587	1,354,890	4%
Fees	160,213	172,000	172,000	-
Other	6,941	-	-	-
Total Revenues	167,154	172,000	172,000	-
Net Tax Support	$855,816	$1,124,587	$1,182,890	5%
Permanent FTEs	10.50	10.50	10.50	
Temporary FTEs	4.13	4.13	4.13	
Total Authorized FTEs	14.63	14.63	14.63	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cumulative number of participants provided activities through Creative Resources lending program	21,784	27,173	44,213	40,994	41,000	41,000
Cumulative number of participants served through specialty visits	8,105	7,171	11,651	10,988	10,988	10,988
Number of kits loaned by the Lending Library to programs	773	952	1031	940	950	950
Number of arts specialty visits	322	296	323	276	276	276
Number of nutrition education specialty visits	114	101	91	60	70	70
Number of physical activity specialty visits	50	2	0	69	70	70
Total number of specialty visits provided	567	492	477	454	416	416

- The number of specialty visits fluctuates yearly based on staff availability.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of staff that attended staff lending training	425	220	214	237	240	240
Percent of staff rating the overall Program Resources service as "good to excellent" (to include OCH & OCR)	95%	99%	100%	99%	99%	100%
Percent of staff reporting increase comfort in delivering service as a result of training in lending program activities	98%	99%	86%	99%	99%	99%
Percent of staff reporting that they learned a new skill in training	96%	99%	89%	97%	98%	98%

CLASSES, SPORTS AND CAMP PROGRAMS

PROGRAM MISSION

To provide high-quality program management of sports, classes, and camps through effective collaboration and coordination within the Department, with other County agencies, and non-profit organizations.

- Coordinate and manage recreation class programming to meet the needs of the community and to ensure efficiency, quality assurance, and financial accountability.
- Manage County-administered sports programming in order 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 in collaboration with in-house and contract service providers to ensure diverse offerings that meet community needs.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to staff turnover, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary contractual increases ($7,249) and the addition of expenses related to increased capacity in various programs, offset by revenue below ($19,550).
- ↑ Fee revenue increases due to increased capacity in various programs, offset by expenses above ($26,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$763,818	$759,692	$738,220	-3%
Non-Personnel	542,087	586,625	613,424	5%
Total Expenditures	1,305,905	1,346,317	1,351,644	-
Fees	1,060,070	1,052,500	1,078,500	2%
Total Revenues	1,060,070	1,052,500	1,078,500	2%
Net Tax Support	$245,835	$293,817	$273,144	-7%
Permanent FTEs	6.90	6.90	6.90	
Temporary FTEs	0.23	0.23	0.25	
Total Authorized FTEs	7.13	7.13	7.15	

CLASSES, SPORTS AND CAMP PROGRAMS

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of parents reporting that their child experienced personal growth and development by participating in County sponsored sports programs	95%	94%	96%	97%	96%	96%
Overall Quality of the County Administered Sports Program (Adults)	N/A	91%	94%	90%	90%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of affiliate groups	14	14	14	14	14	14
Number of registrations in youth sports	24,119	27,562	30,254	31,667	32,000	32,000
Number of registrations in adult leagues	12,890	12,643	12,886	12,272	12,300	12,400

- The number of registrations in youth sports is a duplicated count. For example, if a participant registers in three different leagues, that participant is counted three times.
- A DPR-affiliated group is a group whose primary purpose is to plan and deliver a program or service to Arlington residents as an extension of 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 service to the community as a direct result of their use of a DPR facility as stated in a mutual agreement.
- The decrease in registrations in adult leagues from FY 2015 to FY 2016 is attributable mainly to a decline in registrations in DPR-run softball and a staff-observed shift in participation to informal social leagues.

SUPPLEMENTAL FEES PROGRAM

PROGRAM MISSION

To provide high-quality, fee-supported recreation and leisure opportunities. Fees charged for classes and camps incorporate recovery of direct costs, which includes staff, administration, and materials.

Sports and Recreation

- Provide a variety of classes, workshops, camps, and leagues for all ages and skill-levels in arts, dance, fitness, swimming, gymnastics, sports, tennis, and personal training.

Parks and Natural Resources

- Provide conservation and interpretation programs at Long Branch and Gulf Branch nature centers and Fort C.F. Smith Park (including the rental of the Hendry House) to educate participants about the natural and cultural resources of Arlington.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to:
  - Conversion of temporary gymnastics and aquatics class staff positions to permanent staff positions ($207,355, 11.22 FTEs, decrease of 12.27 temporary FTEs) offset by revenue below;
  - Conversion of temporary gymnastics and aquatics team staff positions to permanent staff positions ($65,455, 9.78 FTEs, decrease of 8.84 temporary FTEs) offset by revenue below; and
  - Employee salary increases, an increase in the County’s cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.

  These increases are partially offset by decreasing capacity in programs ($23,236, 0.32 temporary FTEs).
- ↑ Non-personnel increases due to expenses related to increased capacity in revenue-producing programs ($60,488) and adjustments to the annual expense for maintenance and replacement of County vehicles ($217), offset by adjustments in the gymnastics and aquatics competitive teams projected expenses ($3,699).
- ↑ Fee revenue increases due to increased capacity in gymnastics and aquatics classes ($261,955), increased capacity in other classes and programs ($35,600), the consolidation of all camp revenue into this line of business ($75,500), and increased fees to accommodate the competitive teams’ staffing conversion to permanent staff ($71,799).
- The decrease in other revenue is offset by an increase in fee revenue by the same amount due to an accounting adjustment relating to how the other revenue was reported ($33,000).
- Fee increases in the gymnastic and aquatics competitive team programs were done in accordance with DPR agreements with the booster clubs, which sets fees at the 100 percent cost recovery level. Any fee increases are attributed to additional personnel costs for staff specifically devoted to each of the respective teams.

SUPPLEMENTAL FEES PROGRAM

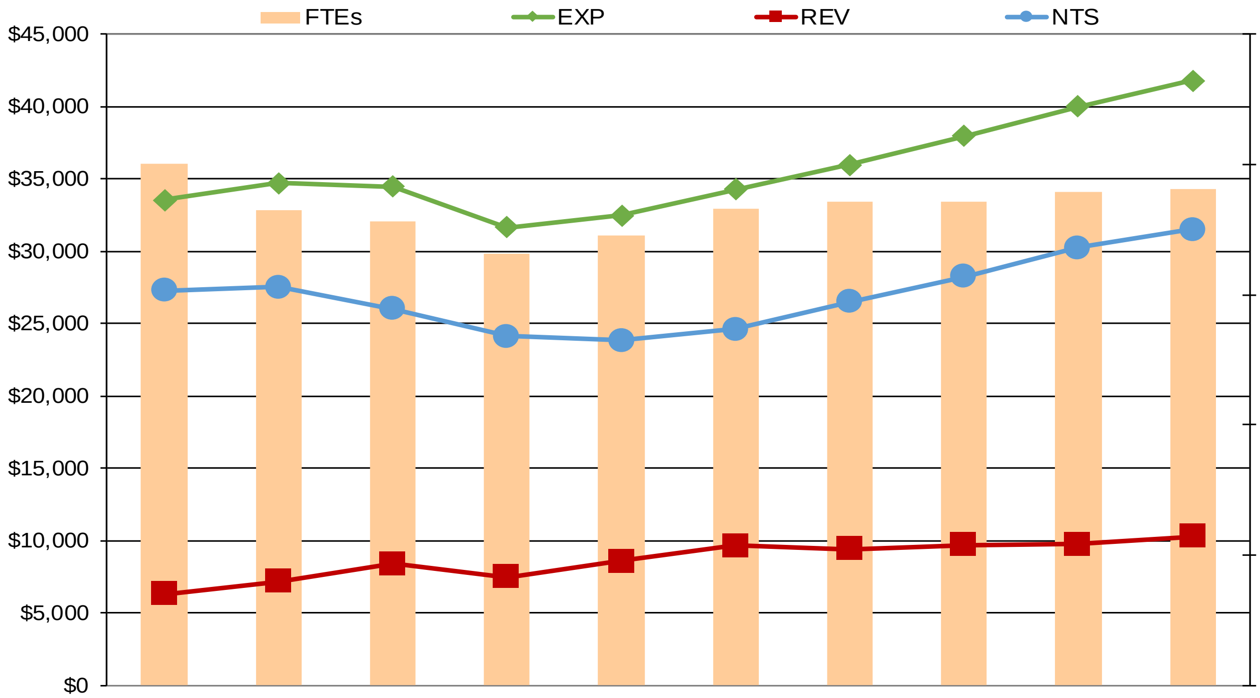
PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$3,137,237	$3,396,010	$3,739,828	10%
Non-Personnel	1,512,244	1,576,591	1,633,597	4%
Total Expenditures	4,649,481	4,972,601	5,373,425	8%
Fees	6,211,051	6,015,928	6,490,782	8%
Other	-	33,000	-	-
Total Revenues	6,211,051	6,048,928	6,490,782	7%
Net Revenue Support	($1,561,570)	($1,076,327)	($1,117,357)	-4%
Permanent FTEs	8.00	8.00	29.00	
Temporary FTEs	38.46	39.84	18.41	
Total Authorized FTEs	46.46	47.84	47.41	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of parents/guardians rating overall satisfaction as "good to excellent" with DPR camps	94%	96%	96%	96%	96%	96%
Percent of customers reporting overall satisfaction of experience with DPR Enjoy Arlington classes as "good to excellent"	N/A	97%	90%	97%	90%	90%

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$33,558	$34,712	$34,437	$31,625	$32,469	$34,273	$35,939	$37,974	$39,977	$41,795
REV	$6,303	$7,214	$8,422	$7,507	$8,616	$9,672	$9,430	$9,706	$9,759	$10,278
NTS	$27,255	$27,498	$26,015	$24,118	$23,853	$24,601	$26,509	$28,268	$30,218	$31,517
FTEs	400.50	364.95	355.79	330.97	345.91	365.86	371.22	370.91	379.04	380.57

**Note that in FY 2012, Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development (AED).*

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board eliminated three vacant positions (Tree Maintenance Worker, Programmer, Recreation Assistant III; 3.0 FTEs, $161,288).	(3.0)
	▪ The County Board reduced fees associated with hourly swimming pool rental and lane rental ($6,927).	
	▪ The County Board added one-time funds for arts challenge grants ($25,000) and for arts marketing efforts ($35,000).	
	▪ There is a service reduction eliminating staff for the lining of athletic fields (2.75 FTEs, $70,000) (Note: $70,000 savings is offset by a one-time $30,000 purchase of equipment for field lining; on-going savings after FY 2009 is projected to be $100,000).	(2.75)
	▪ Decrease in FTEs due to the elimination of 3.0 unfunded FTEs in the Supplemental Fees Program.	(3.0)
	▪ Non-personnel expenditure increases ($721,053) primarily includes: utility cost ($39,851) based on anticipated adjustments; non-discretionary contractual increases for mowing ($20,394), park restroom cleaning contract ($6,362), Senior Adult newsletter printing and graphics ($6,133); and rent increases for the Rosslyn Spectrum Theatre ($13,082), the Ellipse Arts Center ($3,045), Culpepper Gardens ($2,131), and joint-use facilities with Arlington Public Schools ($38,745); County vehicle charges ($57,491); gasoline ($9,394); telephone charges ($23,385); operating equipment for athletic field lining ($33,689); Gypsy Moth spraying ($74,000); and Four Mile Run trail maintenance ($14,000). There is also an increase to non-personnel expenses in support of the Rosslyn BID ($133,103), and operating expenses for the Supplemental Fees program to offer additional programs and classes ($212,346) for which expenses will be offset by revenue.	
	▪ Increase in Intra-County Chargeback ($152,769) is primarily due to increases in the Rosslyn BID ($141,191) and Neighborhood Conservation Program.	
	▪ Increase in fee revenues ($633,268) is primarily due to fee increases for preschool and summer camp programs, sports teams, facility rentals, fitness memberships, and recreation and leisure programs offered through the Supplemental Fees Program.	
	▪ Grant revenue increases ($17,146) are primarily the result of an increase to the senior adult nutrition reimbursement grant.	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($149,849).	
	▪ The County Board approved increasing the age from 55 to 62 for Senior discounts for DPRCR general recreation programs, generating $30,600 in new revenue.	
	▪ Fee revenue increases ($398,950) included fees increase for camps, fitness memberships, field rental, supplemental fee programs, preschool, pool memberships, and cultural event ticket surcharges. Increases also include funds generated from the change to age eligibility for Senior discounts (mentioned above) and funds to be raised by the community to support	

Fiscal Year	Description	FTEs
	Gulf Branch Nature Center ($10,000). Revenue increases were partially offset by the elimination of the skate park fee ($40,992), the elimination of four camps including Teen Patahontas and Camp Patahontas, the lower estimate of plan reviews related to Chesapeake Bay Compliance and lower estimates of contributions from various senior nutrition sites.	
	▪ Increase in non-personnel expenditures for contractual obligations included: joint-use facilities with Arlington Public Schools budget from $417,722 to $433,990 ($16,268), the Culpepper Senior Center rent budget from $66,712 to $69,848 ($3,136), mowing services ($22,764). These contract increases were offset by the elimination of FY 2009 one-time funding for arts marketing ($35,000), and a $110,239 reduction related to services provide for the Rosslyn Business Improvement District, primarily for public art projects. Other non-personnel increases included: electricity, gas, and water/sewer budgets increased based on FY 2008 actual consumption and anticipated utility rate increases ($157,200); and rental charges for County owned vehicles to the Auto Fund increased $88,509.	
	▪ Personnel expenses included one-time funding for an overstrength Planner position ($78,582) to reduce the backlog of DPRCR projects not covered by capital funds.	
	▪ Eliminated one out of four park manager positions ($99,492, 1.0 FTE).	(1.00)
	▪ Reduced personnel overtime budget from $131,669 to $111,669 ($20,000) in Park Management and Construction.	
	▪ Reduced park trash pick-up budget from $168,949 to $87,659 ($81,290 combined total). Eliminated one out of three Trades Worker III positions ($33,477, 1.0 FTE). Reduced seasonal temporary employees ($17,813, 0.50 temporary FTE), trash truck ($7,500), and fuel ($22,500).	(1.50)
	▪ Reduced construction and maintenance budget from $175,570 to $45,570 ($130,000). Delayed repaving two tennis courts and other planned maintenance projects.	
	▪ Reduced operating supplies budget from $362,379 to $337,379 ($25,000) in Park Management and Construction.	
	▪ Reduced current county-wide mowing cycle of 29 annual cuttings to 24, reducing mowing contract budget from $584,260 to $482,526 ($101,734).	
	▪ Reduced park restroom cleaning budget from $160,000 to $114,275 ($45,725) by closing most park restrooms during the winter months.	
	▪ Eliminated Jail Industries contract budget of $62,655.	
	▪ Eliminated one Tree Maintenance Worker position ($49,505, 1.0 FTE).	(1.00)
	▪ Reduced annual flower budget from $41,900 to $1,900 ($40,000).	
	▪ Reduced new tree planting budget from $309,888 to $249,888 ($60,000).	
	▪ Reduced Smartscape landscaping supplies for the RCB corridor (mulching, plantings, fertilizer) from $34,000 to $20,000 ($14,000).	
	▪ Reduced temporary park ranger staff ($60,061, 1.50 temporary FTEs)	(1.50)
	▪ Eliminated one Natural Resources Specialist position ($101,459, 1.0 FTE) at the Gulf Branch Nature Center and reduced operating hours and temporary staff. The Board added revenue ($10,000) to be raised by the community.	(1.30)

Fiscal Year	Description	FTEs
	▪ Eliminated Conservation and Interpretation Unit Manager position ($75,416, 1.0 FTE).	(1.00)
	▪ Reduced recreation center operating hours ($255,962, 3.50 FTE)	(3.50)
	▪ Reduced temporary staffing ($52,744, 1.50 temporary FTEs) at athletic facilities during the spring, fall, and winter seasons, which reduced monitors from $153,762 to $101,018.	(1.50)
	▪ Eliminated skate park monitoring except for peak use times ($59,729, 1.00 permanent FTE eliminated, 0.30 temporary FTE added). There is an anticipated revenue loss of $40,992 from elimination of the skate park fee.	(0.70)
	▪ Reduced cell phones and blackberries budget from $9,136 to $4,376 ($4,760) in Facilities Coordination and Operations.	
	▪ Reduced equipment budget from $101,205 to $51,205 ($50,000) in Facilities Coordination and Operations.	
	▪ Eliminated giveaways distributed by the entire Sports and Recreation Division ($10,000) and in Department Administration ($10,000).	
	▪ Reduced the employee training budget for the entire Sports and Recreation Division from $22,976 to $12,976 ($10,000).	
	▪ Reduced the use of consultants for employee training for the entire Sports and Recreation Division from $30,100 to $20,100 ($10,000).	
	▪ Reduced four out of more than 80 summer camps (includes Teen and Camp Patahontas), savings of $77,297 (includes $62,297 for 1.75 temporary FTEs). There is an anticipated revenue loss of $61,991, for a total net savings of $15,306.	(1.75)
	▪ Restructured summer specialty visits to reduce the use of temporary employees ($4,000, 0.10 temporary FTE) from $119,228 to $115,228.	(0.10)
	▪ Reduced the number of summer field trips and lowered the payment to Arlington Public Schools for the use of the buses; the budget is reduced from $50,975 to $41,587 ($9,388).	
	▪ Reduced the Street Theater program budget from $60,000 to $13,000 (includes $29,599 for 0.80 temporary FTE) ($47,000)	(0.80)
	▪ Reduced training for summer camp directors from $55,363 to $53,486 ($1,877, 0.05 temporary FTE).	(0.05)
	▪ Reduced Community Arts temporary staff ($9,945, 0.30 FTE) providing arts training and lending services; the budget is reduced from $75,140 to $65,195.	(0.30)
	▪ Reduced temporary staff ($8,106, 0.20 temporary FTE) for senior walking club; the budget is reduced from $18,430 to $10,324	(0.20)
	▪ Eliminated Therapeutic Recreation-Prevention Intervention morning summer camp transportation ($16,376).	
	▪ Reduced temporary staffing ($8,242, 0.25 temporary FTE) by moving basketball games from school locations to County community centers.	(0.25)
	▪ Reduced contractual costs from $50,000 to $37,190, related to APS custodial overtime expenses incurred for basketball games ($12,810).	
	▪ Eliminated theater technician position ($66,884, 1.0 FTE) designated to the Costume Shop.	(1.00)

Fiscal Year	Description	FTEs
	▪ Reduced personnel overtime expenses in the Cultural Development unit ($25,000), Park Management and Construction ($20,000) and in Department administration ($5,544).	
	▪ Reduced Lubber Run Amphitheatre summer programs by $6,000 (including 0.10 temporary FTE).	(0.10)
	▪ Reduced artists' fees for public performances from $32,000 to $12,000.	
	▪ Eliminated Ellipse Arts Center rent ($113,233).	
	▪ Eliminated all visual arts ($20,000) and arts education ($5,000) programs' budgets.	
	▪ The Planet Arlington World Music Festival held annually in September is eliminated ($150,000). The budget for this event is found in Non-Departmental, although the program was administered and executed by the Cultural Affairs Division of DPRCR.	
	▪ Eliminated a part-time programmer position ($45,130, 0.50 FTE) in Public Art.	(0.50)
	▪ Eliminated Administrative Assistant position ($69,575, 1.0 FTE) in Park Planning, Design and Construction Management.	(1.00)
	▪ Eliminated Design Technician position ($71,384, 1.0 FTE) in Park Planning, Design and Construction Management.	(1.00)
	▪ Reduced non-personnel discretionary spending from $14,335 to $4,335 ($10,000) in Park Planning, Design and Construction Management.	
	▪ Eliminated the Deputy Director position (for a partial year, after the retirement of the incumbent) and a Management Specialist position ($110,646, 2.0 FTEs).	(2.00)
	▪ Reduced recreation art studios' temporary employee budget from $26,534 to $14,444 ($12,090, 0.30 temporary FTE).	(0.30)
	▪ *Includes the transfer of positions to the Arlington Public Schools for operation of the swimming pools, approved as an FY 2010 supplemental appropriation.*	*(15.20)*
	▪ *Includes positions added for the Cultural Center as part of FY 2009 closeout.*	*2.00*
FY 2011	▪ The County Board added $30,000 of one-time funds for challenge grants to local arts organizations.	
	▪ The County Board added $10,000 of one-time funds (as a one-for-one challenge grant) and $18,000 of ongoing funds to support the non-profit organization Sister Cities International.	
	▪ The County Board added $12,000 in funding for contractual cleaning services to enable restrooms serving parks and athletic fields to be open for an additional four weeks annually, partially restoring a budget cut in FY 2010.	
	▪ The County Board added $12,000 in personnel (0.20 permanent FTE) for tree planting activities. This addition is to mitigate the reassignment of staff from the tree planting program to invasive species program, and allows the County to replace all trees lost during the year.	0.20

Fiscal Year	Description	FTEs
	▪ The County Board adopted new fees for the summer program Junior Jam ($6,500) and afterschool programs ($83,606). The County Board also adopted a new youth sports affiliate group assessment, with the revenue ($130,000) to be used for capital costs for maintenance and replacement of athletic fields and/or scholarships for youth sports.	
	▪ Revenue increased due to the addition of income related to the Artisphere and the Courthouse farmers market, and due to increased fees for camps, preschool, summer fun camps, the rental of County facilities, and supplemental fee programs. Grant revenue increased due to the projected reimbursement for senior adult meals. Intra-county charges increased due to additional services provided to the Rosslyn Business Improvement District.	
	▪ Consolidated the Athletic Field Maintenance and the Park Management units. Eliminated one supervisor position and one of the seven Trades Worker III positions ($185,107, 2.0 FTEs).	(2.0)
	▪ Reduced contracted mowing along the I-66 trail. Eliminate mowing during April, October and November; mow only from May to September ($5,000).	
	▪ Reduced current operating hours of the County's three Spray Parks beginning the summer of 2010 to achieve a 50 percent ($20,000) savings in water cost.	
	▪ Reduced Urban Operations Initiative efforts along the Rosslyn-Ballston (RB) corridor by eliminating four of seven Senior Trades Worker positions ($219,022, 4.0 FTEs).	(4.0)
	▪ Turned off ornamental fountains in Gateway Park and eliminated contracted service of fountains ($10,000).	
	▪ Eliminated one of seven Trades Worker III positions ($39,156, 1.0 FTE) in the Landscape Unit.	(1.0)
	▪ Reduced annual tree planting on County property from 1,080 trees to 600, replacing trees lost but not increasing the number of trees ($120,000).	
	▪ Reassigned invasive plant control program to existing County staff and eliminate the contract with Virginia Cooperative Extension (VCE) ($65,799). An existing County staff member associated with tree planting (reduced above) will be reassigned to recruit and coordinate volunteers, conduct educational outreach/training, and oversee County's control efforts.	
	▪ Eliminated contracted herbicide spraying of curbs, gutters and sidewalks ($13,000).	
	▪ Discontinued the annual "Trout Stocking" program in Four Mile Run ($5,954).	
	▪ Eliminated all temporary staffing ($27,182, 0.7 temporary FTE), at Long Branch and Gulf Branch Nature Centers and reduced operating supplies ($6,029).	(0.70)
	▪ Eliminated the Arlington Mill Center Manager position ($60,512, 1.0 FTE).	(1.0)
	▪ Eliminated facility operation funding for the Lee Community Center ($43,596, 1.22 temporary FTEs).	(1.22)
	▪ Eliminated staffing at Powhatan Skate Park ($21,816 0.70 temporary FTE).	(0.70)

Fiscal Year	Description	FTEs
	▪ Reduced office/operating supplies and operating equipment in the Sports and Recreation Division from $397,505 to $251,005 ($146,500).	
	▪ Eliminated Elementary Afterschool Program at Gunston Middle School ($40,136, 1.12 temporary FTE; $6,587 non-personnel).	(1.12)
	▪ Eliminated County staff operation of winter and spring holiday camps for elementary school age children ($7,010, 0.2 temporary FTE; $1,300 non-personnel). Camp revenue will be reduced by $6,051.	(0.20)
	▪ Eliminated a Teen Programmer position ($81,409, 1.0 FTE).	(1.0)
	▪ Reduced Junior Jam summer programs from nine to seven locations ($17,700, 0.50 temporary FTE and $1,000 non-personnel).	(0.50)
	▪ Eliminated two temporary positions at teen afterschool programs (location TBD) and consolidate with existing staff positions ($23,880, 0.67 temporary FTE).	(0.67)
	▪ Reduced staffing for walking groups at Culpepper Gardens, Walter Reed and Lee Centers ($9,763, 0.25 temporary FTE).	(0.25)
	▪ Reduced Senior Center Adult Transportation (SCAT) from $39,000 to $23,000 ($16,000).	
	▪ Eliminated stipends ($45,000) for affiliate youth sports groups in an effort to shift costs away from the general public and towards the specific user groups who benefit from the services.	
	▪ Eliminated Prevention Specialist Coordinator position ($63,725, 1.0 FTE).	(1.0)
	▪ Reduced overtime for events and performances in the Cultural Affairs Division from $23,725 to $18,725 ($5,000).	
	▪ Reduced equipment expenses in the Cultural Affairs Division from $8,000 to $3,000 ($5,000).	
	▪ Reduced operating supplies in the Cultural Affairs Division from $58,500 to $33,500 ($25,000) and artist fees from $16,000 to $6,000 ($10,000).	
	▪ Reduced arts grants to local organizations from $279,100 to $249,100 ($30,000).	
	▪ Eliminated Lubber Run Amphitheatre summer programs ($10,000).	
	▪ Reduced contracted services and materials and supplies spending from $12,835 to $1,500 ($11,335) in Parks Planning and Design.	
	▪ Eliminated the Administrative Assistant VI position ($71,495, 1.0 FTE).	(1.0)
	▪ Reduced support of Northern Virginia Conservation Trust (NVCT) from $150,000 to $120,000 ($30,000).	
	▪ Reduced County's annual cash contribution to Virginia Cooperative Extension (VCE) by 10 percent ($10,390).	
	▪ Seven new limited term positions ($505,480, 7.0 FTEs) were added to run Artisphere. These positions were fully supported by earned income, not tax support.	7.0
FY 2012	▪ The County Board added a Natural Resources Manager to implement the Natural Resources Management Plan (1.0 permanent FTE, $99,492).	1.0

Fiscal Year	Description	FTEs
	▪ The County Board restored Friday night operating hours at the Lubber Run Community Center (0.20 temporary FTE, $8,200).	0.20
	▪ The County Board restored seasonal programming at Lubber Run Amphitheatre and other locations with $20,000 of on-going funding and $25,000 of one-time funding (0.25 FTE, $45,000).	0.25
	▪ The County Board restored park and tree maintenance funding, which will also help with snow removal efforts (3.0 permanent FTEs, $152,614).	3.0
	▪ The County Board restored winter hours for twelve park restrooms ($34,508).	
	▪ The County Board restored park operating repairs for parks and outdoor facilities including tennis/basketball courts, kiosks, shelters, and walkways ($130,000).	
	▪ The County Board provided one-time funding for tree planting ($90,000).	
	▪ The County Board provided additional one-time funding of Artisphere which decreased revenue ($183,094) and increased expenses ($316,906).	
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ 4.5 FTEs (3.0 permanent and 1.5 temporary FTEs, $158,529) were reallocated from Non-Departmental for the maintenance of the new Long Bridge Park Phase I Outdoor facility, which is projected to open in the fall of 2011.	4.5
	▪ Non-personnel increased primarily due to one-time equipment ($58,905) and maintenance costs ($167,205) for Long Bridge Park Phase I Outdoor facility; Virginia Highlands Park maintenance ($6,000); Parks and Natural Resources non-discretionary contractual increases for mowing, park restroom cleaning, irrigation and fence repairs, herbicide and pesticide treatments, tree pruning, and stump removal ($19,549); Therapeutic Recreation Program classes in Supplemental Fees ($5,000); Rosslyn Spectrum utilities ($13,565); Artisphere ticketing service contract for box office operations ($115,000); and Artisphere scheduling software hosting and maintenance ($21,000). These increases were partially offset by removal of one-time arts challenge grant funding from FY 2011 ($30,000) and one-time support to the non-profit organization Sister Cities International ($10,000).	
	▪ Fee revenues increased primarily due to new synthetic turf field rentals at Long Bridge Park ($155,143); increased fees for preschool, elementary after school, most summer camps, rental fees for the use of County facilities, Senior Adult Registration fee, and Farmers' Market ($120,152); and supplemental fees increases in recreation and leisure program fees in order to recover full projected direct costs and an expected increase in participation levels in these programs ($142,241). These increases were partially offset by changes in the community fitness membership, some camp and sports league revenues based on historic data ($105,269) as well as the conversion of some camp programs to contract camps ($13,342) and elimination of holiday therapeutic recreation camps ($19,393).	
	▪ Other revenues decreased due to a scheduled reduction in the amount provided to Artisphere by the Rosslyn BID for direct support of center	

Fiscal Year	Description	FTEs
	operations ($185,000), offset by an increase in gifts and donations supporting Artisphere ($50,000).	
	▪ *Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development (expense $5,284,614, revenue $1,883,658).*	*(33.77)*
FY 2013	▪ The County Board added funding to restore some weekend hours at Long Branch ($13,000) and Gulf Branch ($13,000) nature centers.	0.46
	▪ The County Board added one-time funding for invasive plant removal ($100,000).	
	▪ The County Board added one-time funding for additional tree watering ($40,304).	1.38
	▪ The County Board added one-time funding for tree planting ($52,500).	
	▪ The County Board added funding for the Northern Virginia Conservation Trust ($4,500).	
	▪ Increased funding for a full year of operation for Long Bridge Park ($76,470), partially offset by the removal of one-time equipment for Long Bridge Park Phase I Outdoor facility ($58,905). Fee revenue increases for an adjustment for full-year's synthetic turf field rentals for Long Bridge Park ($4,143).	
	▪ Addition of a Fourth of July event at Long Bridge Park ($63,285 in personnel and non-personnel expenses, 0.60 temporary FTE).	0.60
	▪ Added personnel and non-personnel expenses for new and renovated facilities including Penrose Square, James Hunter Park and Community Canine Area, Barcroft #6 Baseball Field, and Nauck Town Square ($177,610, 2.20 temporary FTEs).	2.20
	▪ Increased maintenance costs related to picnic shelter rental facilities added during FY 2011 ($13,564, 0.30 temporary FTE), offset by increased revenue based on FY 2011 actuals ($30,000).	0.30
	▪ Increase to the Sports and Recreation base budget for transportation's bus driver ($25,592, 0.70 temporary FTE), offset by increased revenue ($26,000).	0.70
	▪ Increase to Supplemental Fees Program's budget for classes and programs to bring the budget in line with actual activity ($605,469, 1.0 permanent FTE and 8.30 temporary FTEs), offset by an increase in revenue ($756,170).	9.30
	▪ Additional funding for vehicle fuel ($40,600).	
	▪ Non-discretionary contractual increases ($100,813).	
	▪ Removal of one-time FY 2012 funding for tree planting ($90,000).	
	▪ Additional on-going ($5,000) and one-time ($25,500) funding for the Out-of-School program implemented in coordination with Arlington Public Schools.	
	▪ Decrease in County vehicle charges ($41,466).	
	▪ Increased revenue due to higher fees for preschool programs ($9,576), summer camps ($28,041), Junior Jam ($832), and sports leagues	

Fiscal Year	Description	FTEs
	($7,887).	
	▪ Increased revenue due to an increase in the number of Site Plan reviews based on FY 2011 ($24,905).	
	▪ Decreased credit card fees ($70,000).	
	▪ Decreased revenue due to fewer community fitness memberships ($47,836).	
	▪ Decreased revenue due to lower participation in group exercise classes ($114,634).	
	▪ Increased grant revenues due to higher Senior Adult congregate meal donations ($27,567).	
FY 2014	▪ The County Board added ongoing funding for a departmental Deputy Director ($128,402).	1.0
	▪ The County Board added one-time funding for invasive plant removal ($100,000).	
	▪ The County Board added ongoing funding for tree planting ($22,500).	
	▪ The County Board added ongoing funding for tree watering ($40,304).	1.38
	▪ The County Board adopted a new Senior Golf program fee to fully recover the cost of the senior golf program coordinator temporary position ($8,795).	
	▪ Addition of partial year funding for the new Arlington Mill Community Center ($910,452 personnel; $570,562 non-personnel; $94,911 revenue).	20.40
	▪ Increased funding for maintenance at Long Bridge Park for amenities no longer under warranty ($6,961 personnel; $114,006 non-personnel).	0.02
	▪ Addition of operating expenses for the new Washington-Lee softball field ($39,615 personnel; $36,741 non-personnel) and revenue as a reimbursement of operating expenses from Arlington Public Schools for their use of the field ($45,000).	0.50
	▪ Addition of maintenance funding for the new sprayground at Virginia Highlands ($35,500).	
	▪ Adjustment to fully capture TEAM programming in the teen line of business ($55,372 personnel; $36,628 non-personnel; $92,000 revenue)	1.44
	▪ Adjustment to fully capture sports programming within that line of business ($405,100 non-personnel; $483,070 revenue).	
	▪ Removal of FY 2013 one-time funding including tree watering ($40,304), invasive plant removal ($100,000), tree planting ($52,500), and the out of school time survey ($25,500).	(1.38)
	▪ Non-discretionary contractual increases ($28,180).	
	▪ Increased County vehicle charges ($2,233).	
	▪ Increased field rental ($31,818) and community center rental ($58,000) revenue due to increased usage.	
	▪ Increased the tennis court rental fee from $5 per hour to $10 per hour ($15,195) and increased the synthetic field rental fee of $5 per hour for residents and $10 per hour for non-residents ($15,093).	

Fiscal Year	Description	FTEs
	▪ Adjustments to program revenue based on expected increases in participation including the gymnastics programs ($115,083) and swimming programs ($92,805), partially offset by decreases in fitness memberships ($60,263) and judo and martial arts programs ($40,730) due to lower participation.	
	▪ Increased grant revenue due to an increase of I-66 Bike Trail Reimbursement from the State ($15,000), partially offset by a decrease in congregate meals revenue ($2,405).	
	▪ Reduced the department-wide electricity budget ($120,000).	
	▪ Reduced the Parks and Natural Resources division's fleet by two vehicles ($12,000).	
	▪ Closed fifteen park restrooms between November 15 and March 15 ($42,600).	
	▪ Increased trail permit fees from $50 to $150 ($4,500).	
	▪ Eliminate full funding for one of three Trades Worker III Landscaping positions ($72,792).	(1.0)
	▪ Reduced landscaping and forestry supplies ($7,000).	
	▪ Moved the tree distribution program ($11,000) to the Tree Canopy Fund.	
	▪ Created a new rental Bocce court fee at $10 per hour ($3,000).	
	▪ Increased grass field rentals by $5 per hour for residents and $10 per hour for non-residents ($17,200).	
	▪ Hold the Recreation Supervisor for Preschool Programs, the Planning Team Supervisor, and one Management and Budget Specialist position vacant for six months ($185,434).	
	▪ Eliminated the County-wide Halloween party ($1,149 personnel; $1,300 non-personnel).	(0.03)
	▪ Eliminated the Area Manager position in Program Resources ($132,886).	(1.0)
	▪ Transferred the management of the Arlington Sports Camp to a contractor due to low enrollment ($44,103 personnel; $3,372 non-personnel; $35,500 revenue)	(1.38)
	▪ Established a $100 per team adult league field assessment fee with proceeds dedicated to the Field Fund ($50,800).	
	▪ Eliminated the subsidy to the Macedonia Baptist Church for community swim at their pool ($10,500).	
	▪ Reduced the consulting budget for web support ($6,000).	
	▪ Established a $20 program cancellation fee for any participant requesting a refund ($36,000).	
	▪ Increase the non-resident fee for Enjoy Arlington classes from $10 to $20 ($16,400).	
FY 2015	▪ The County Board added one-time funding for snow removal ($390,900) and tree planting ($34,500).	
	▪ Transferred the management and administration activities of all divisions to Departmental Management and Leadership in order to show the overall cost of management in a central line of business, with no change in net tax	

Fiscal Year	Description	FTEs
	support.	
	▪ Adjusted fee revenue to account for revenue formerly directed to administrative overhead, with no change in net tax support.	
	▪ Ongoing funding replaced one-time funding for invasive plant removal ($100,000).	
	▪ Removed FY 2014 one-time funding for Arlington Mill Community Center ($108,244).	
	▪ Removed FY 2014 one-time funding for Elementary Summer Express ($10,824 personnel; $1,600 non-personnel; $2,437 revenue), Gunston Tot Camps ($12,291 personnel; $960 non-personnel; $7,659 revenue), Summer Street Theater Program ($500 personnel; $11,500 non-personnel), Tyrol Hills Park Evening programs ($4,533 personnel; $300 non-personnel), Teen Program after school director ($24,000 personnel), Junior Jam Camps at Barcroft Center and Woodbury Park ($13,700 personnel; $5,750 non-personnel; $600 revenue), Woodbury Park Teen Club ($7,900 personnel; $400 non-personnel), Senior Art Club ($19,185 personnel); Therapeutic Recreation Winter and Spring Break Camps ($7,468 personnel; $490 non-personnel; $2,756 revenue).	(2.77)
	▪ Decreased fee revenues to capture the reduction in revenue associated with special events fee reductions ($30,000).	
	▪ Increased fee revenues for various programs based on actual revenues received in prior years ($20,478).	
	▪ Added expenses and revenue related to increasing capacity in pavilion rental ($3,151 non-personnel; $3,707 revenue).	
	▪ Adjusted expenses and revenues to fully capture County mowing expenses ($89,000 non-personnel; $89,000 revenue) and services to the County Fair Board ($30,000 non-personnel; $30,000 revenue).	
	▪ Added expenses and revenue related to an increase in site survey revenue based on actual revenue received during previous years ($11,585 non-personnel; $11,585 revenue).	
	▪ Added ongoing funding for management of urban agricultural initiatives ($100,000), approved during FY 2013, with corresponding operating expenses ($15,000).	
	▪ Added expenses and fee revenue related to increasing capacity in environmental camps ($2,804 non-personnel; $3,299 revenue).	
	▪ Added expenses and fee revenue related to increasing capacity in community center and outdoor facility rental ($154,955 personnel; $182,300 revenue).	3.34
	▪ Added expenses and fee revenue related to increasing capacity in senior 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).	0.38
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	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).	(4.71)
	▪ 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).	0.60
	▪ Added a revenue-supported Aquatics program position ($73,536, 1.0 FTE; $73,536 revenue).	1.00
	▪ 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).	2.19
	▪ Added youth and adult tournament offerings in flag football and basketball ($700 personnel, 0.20 temporary FTEs; $5,300 non-personnel; $33,000 revenue).	0.20
	▪ 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).	2.10
	▪ 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).	(0.80)
	▪ Decreased use of temporary funding due to operational efficiencies in Parks and Natural Resources division ($40,221, 0.89 temporary FTEs).	(0.89)
	▪ 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
- Transfered 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 MS4 Stormwater compliance. The position will be funded in the Stormwater fund with no net tax support to the General Fund.

ARLINGTON ECONOMIC DEVELOPMENT
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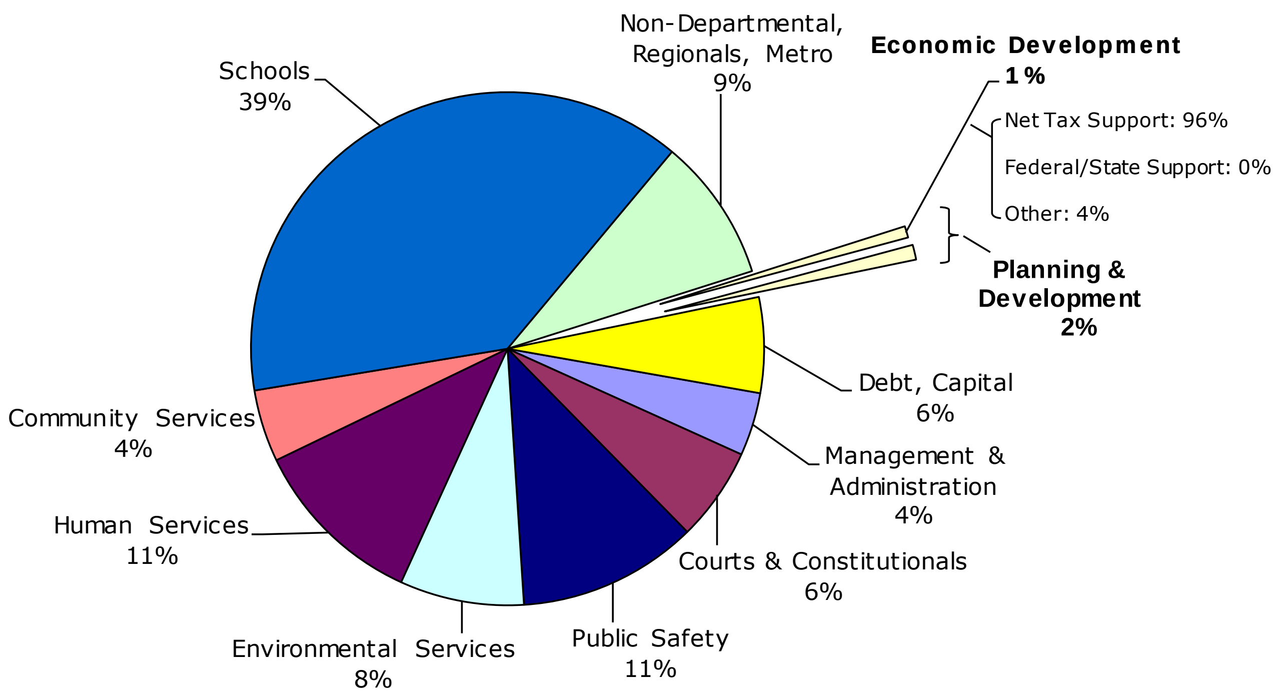
Our Mission: To continue to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors services sectors of the Arlington economy

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office/ Operations Group

Business Investment | Real Estate Development | Strategic Partnerships | Arlington Arts & Cultural Affairs | Convention & Visitors Service

Director's Office/ Operations Group
- Leadership, Management, and Administration
- Economic Research & Policy Development
- Liaison & Support
- Communications

Business Investment
- Business Recruitment
- Business Retention
- International Trade & Development
- Partnership and Alliance Development
- Small Business Support & High Growth Entrepreneurs
- Business Intelligence
- Marketing

Real Estate Development
- Planning Process Support and Input
- Policy Formation
- Regulations and Incentives Analysis
- Economic and Fiscal Analysis
- Project Management
- Outreach and information
- Connect Arlington Sales and marketing

Strategic Partnerships
- Urban Resiliency Program
- Creative Economy Initiative
- Partnerships and BIDS

Arlington Arts & Cultural Affairs
- Cultural Development
- Arts Enterprise
- Facilities Management & Technical Support
- Creative Placemaking & Engagement
- Marketing
- Public Art

Convention & Visitors Service
- Destination Marketing & Promotion
- Meetings and Conventions Sales
- Visitor and Convention Services
- Small Business and Arts Promotion
- Tourism Infrastructure
- Hospitality Community Engagement

Shaded program is located in the Travel and Tourism Fund

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for Arlington Economic Development is $8,900,269, a five percent increase from the FY 2017 revised budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the addition of the following positions:
  - Conversion of a temporary employee from the Travel and Tourism Promotion Fund to permanent full-time to support the front desk and operations. This position is funded from the reallocation of contractual dollars ($60,000, 1.0 FTE);
  - The addition of a BizLaunch Small Business Development Manager to support retention and outreach of small businesses with a particular focus on child care providers ($115,698, 1.0 FTE); and
  - The transfer in of a position from the Department of Technology Services to support the sales and marketing efforts of ConnectArlington ($130,000, 1.0 FTE).
- ↓ Non-personnel decreases due to the elimination of FY 2017 one-time funding for the Marymount Non-Profit Resource Center ($25,000) and the reallocation of consultant dollars to fund the front desk support position ($60,000), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($1,156), and the transfer in of sales and marketing funding from the Department of Technology Services for the promotion of ConnectArlington ($50,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 *Revised	FY 2018 Proposed	% Change '17 to '18
Personnel	$6,650,893	$6,320,442	$6,775,241	7%
Non-Personnel	3,873,237	2,158,872	2,125,028	-2%
Subtotal	10,524,130	8,479,314	8,900,269	5%
Intra-County Charges	(1,500)	-	-	-
Total Expenditures	10,522,630	8,479,314	8,900,269	5%
Fees (Earned Income)	259,093	349,165	349,165	-
Grants	359,500	5,000	5,000	-
Other (including Gifts and Donations)	93,262	-	-	-
Total Revenues	711,855	354,165	354,165	-
Net Tax Support	$9,810,775	$8,125,149	$8,546,104	5%
Permanent FTEs	53.70	48.70	51.70	
Temporary FTEs	2.97	5.50	5.50	
Total Authorized FTEs	56.67	54.20	57.20	

* The FY 2017 Adopted Budget is revised to reflect the County Board's approval after FY 2017 budget adoption to transfer Arlington Convention and Visitor Service (ACVS) expenses and FTEs to the Travel and Tourism Promotion Fund (202) ($626,148, 5.0 FTEs, 0.80 Temporary FTEs).

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 visitor's services sectors of the Arlington economy.

Important strategic objectives include:

1. **Management & Administration:** Provide the management and administration of the department including budget, financial, and human resources 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. Represent the County to all audiences related to economic development.
4. **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.

Programs and primary activities of the Director's Office/Operations Group include:

- Leadership, Management, and Administration
- Economic Research and Policy Development
- Liaison and Support
- Communications

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the conversion of a 0.8 temporary employee from Travel and Tourism Promotion Fund to a permanent full-time position to support the front desk and operations. This position is funded from the reallocation of consultant funding from the Business Investment Group ($60,000, 1.0 FTE). Personnel also increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of a communications position to Strategic Partnerships ($80,963, 0.8 FTE).

↑ Non-personnel increases due to contractual changes for building security at 3700 Four Mile Run ($2,285), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($769).

DIRECTOR'S OFFICE/OPERATIONS GROUP

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,793,479	$1,882,088	$1,943,066	3%
Non-Personnel	466,784	446,941	448,457	-
Total Expenditures	2,260,263	2,329,029	2,391,523	3%
				-
Grants	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$2,260,263	$2,329,029	$2,391,523	3%
Permanent FTEs	13.80	12.80	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.80	12.80	13.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Public relations placements	53	90	113	141	130	145
Internet visits to AED website	143,248	127,268	122,163	117,966	120,000	80,000
Arlington Business Center (ABC) events	56	131	142	151	125	150
Arlington Business Center (ABC) events attendance	3,300	4,257	4,478	4,632	4,000	4,500
Social Media (# of followers) Facebook Twitter LinkedIN	N/A	N/A	 130 2,422 N/A	 611 2,965 132	 800 3,500 200	 800 3,500 200
Clicks from social media to website	N/A	N/A	N/A	N/A	N/A	4,500
Total impressions for social media efforts	N/A	N/A	N/A	N/A	N/A	1,000,000

- 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.
- The number of website visits to AED are projected to decrease as a result of observed trends. The popularity of standalone web pages has been in decline while social media account reach and impressions have grown as an overall part of web traffic.
- The number of ABC events more than doubled in FY 2014 as AED implemented a strategy to convene key industry leaders and host enterprising leaders to attract innovative companies.
- Social Media was not tracked until FY 2015 although not included in the FY 2015 or FY 2016 Adopted Budget. The measure tracks engagement through number of followers for each of AED's official social media accounts.
- Clicks from Social Media to Website and Total Impressions for Social Media Efforts are new measures being tracked for FY 2018 as a way to show impact of these media utilities.

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, and existing businesses and nonprofits. 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 competiveness 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
- Small Business Support and High Growth Entrepreneurs
- Business Intelligence
- Marketing

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the following position changes:
  - The addition of a BizLaunch Small Business Development Manager to support retention and outreach of small business with a particular focus on child care providers ($115,698, 1.0 FTE)
  - The transfer in and reclassification of an AED Specialist V to an AED Specialist III from the Strategic Partnerships Line of Business ($104,568, 0.8 FTE) to create a Spanish language support position for BizLaunch.

↓ Non-personnel decreases due to the transfer out of consultant funding to the Directors Office ($60,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,403,923	$1,561,161	$1,797,119	15%
Non-Personnel	593,265	560,248	500,248	-11%
Total Expenditures	1,997,188	2,121,409	2,297,367	8%
				-
Total Revenues	-	-	-	-
Net Tax Support	$1,997,188	$2,121,409	$2,297,367	8%
Permanent FTEs	12.00	12.00	13.80	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.00	12.00	13.80	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Leased space (square feet) as a result of AED's efforts	1,544,846	1,172,107	1,163,379	1,838,247	1,300,000	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)	4,370	3,318	5,108	11,252	3,000	3,000
Total number of companies announcing to move to or stay in Arlington as a result of AED's efforts	56	40	35	44	44	44
Number of prospects which remained and/or expanded in Arlington as a result of AED's Business Retention & Expansion (BRE) efforts	36	28	24	25	22	20
Total number of jobs created and retained as a result of AED's Business Retention and Expansion (BRE) efforts.	1,961	1,996	4,199	8,600	1,500	1,500
Number of BizLaunch Workshop attendees	5,383	5,919	5,065	3,699	5,000	5,500
Number of BizLaunch one-on-one meetings	635	714	853	864	600	750

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Close rate on company prospects - percentage of company announcements to active prospects	72%	24%	39%	46%	40%	40%
Number of letters sent welcoming new businesses to Arlington	N/A	N/A	N/A	1,706	2,000	2,000
Number of times Arlington companies were engaged in Business Retention & Expansion (BRE) activities	N/A	N/A	N/A	N/A	250	250
Percentage of evaluations rating BizLaunch programs as excellent	95%	94%	94%	94%	95%	95%

- In FY 2015, nearly half of the total number of jobs retained or created as a result of AED's Business Retention and Expansion (BRE) efforts resulted from a large single project-the retention and expansion of Arlington based company the Corporate Executive Board and in FY 2016, was a result of retention efforts related to the Department of Defense in Crystal City.
- Company prospects refer to companies that are actively working with AED and considering relocating or adding additional offices in Arlington.
- FY 2016 BizLaunch Workshop Attendees was lower than anticipated due to an unanticipated long-term staff absence in the program. The FY 2018 estimate of Workshop Attendees decreased based on the number of workshops expected to be held; the program will be focused more on one-on-one consultation and other direct engagement with the existing small business community.
- BizLaunch added an additional SCORE counselor, "Counselors to America's Small Businesses," to the office during FY 2014 and was able to increase the number of one-on-one appointments. FY 2014 was the first year with a full-time consultant in the position of overseeing the BizLaunch en Español program which also increased the number of one-on-one counseling appointments as well as the number of events.
- The percentage of company announcements to original company prospects is based on square footage; the industry standard is 33 percent. In FY 2013, this measure increased due to the relocation of a large employer to Arlington.
- Two measures are added for FY 2017, Number of welcome letters sent to new businesses and Number of times Arlington companies were engaged in BRE activities, to further reflect the output of activities within the Business Investment Group that are directed towards welcoming and retaining local businesses.

PROGRAM MISSION

The Real Estate Investment Group (REDG) builds capacity for sustainable economic growth through the thoughtful and strategic development of Arlington's urban mixed-use corridors. REDG works with our county colleagues and our 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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of a position from the Department of Technology Services to support the sales and marketing responsibilities of ConnectArlington ($130,000, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the transfer of sales and marketing funding from the Department of Technology Services for the promotion of ConnectArlington ($50,000).

REAL ESTATE DEVELOPMENT GROUP

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$415,591	$439,691	$571,773	30%
Non-Personnel	1,870	3,750	53,750	1333%
Total Expenditures	417,461	443,441	625,523	41%
Total Revenues	-	-	-	-
Net Tax Support	$417,461	$443,441	$625,523	41%
Permanent FTEs	3.00	3.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	3.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Economic value of new commercial construction (in millions)	$185	$274	$171	$87	$18	$591

- For FY 2018, the majority of the significant increase is due to estimated construction and delivery timeline for both Ballston Quarter and Central Place, as well as a number of smaller but still impactful projects such as the Marymount Ballston Offices and the Colony House – Homewood Suites Hotel.

PROGRAM MISSION

The Strategic Partnerships and Initiatives group leverages the resources of a variety of existing partnerships and initiatives for the purposes of economic development and building capacity for sustainable economic growth. The group increases the reach and impact of ongoing work with County partners to position Arlington as unique, viable, and regionally competitive.

Important strategic objectives for SPI include:

1. **Leveraging Partnerships:** Work with key partners including BIDs to develop and execute work programs that help support economic development efforts; conceptualize partnership models and opportunities in support of the identification, engagement, and development of new strategic partnerships.

2. **Project Management:** Work with partners to achieve success on a variety of projects that help support business attraction and retention, real estate development and/or larger goals of economic sustainability and placemaking.

Programs and business partnerships of SPI include:

- Ballston Business Improvement District
- Crystal City Business Improvement District
- Rosslyn Business Improvement District
- Urban Resiliency Program
- Creative Economy Initiative
- Clarendon Alliance ($80,000)
- Columbia Pike Revitalization Organization ($200,000)
- Washington Board of Trade ($10,000)
- Greater Washington Hispanic Chamber of Commerce ($6,000)
- Sister Cities ($50,000)

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of an AED Specialist V position to the Business Investment Group ($128,037, 0.8 FTE), partially offset by employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the transfer in of a communications position to support events management from the Director's Office ($80,963, 0.8 FTE).
- ↓ Non-personnel decreases due to the removal of FY 2017 one-time funding for the Marymount Non Profit Resource Center ($25,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Personnel	$542,501	$534,854	$490,388	-8%
Non-Personnel	904,002	396,500	371,500	-6%
Total Expenditures	$1,446,503	931,354	861,888	-7%
Total Revenues	350,000	-	-	-
Net Tax Support	$1,096,503	$931,354	$861,888	-7%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

ARLINGTON ARTS AND CULTURAL AFFAIRS

PROGRAM MISSION

Arlington Arts and Cultural Affairs Division (CAD) is charged with fostering a creative environment that encourages collaboration, celebrates community, spurs innovation, and transforms lives. This mission is accomplished by providing material support to artists, and arts organizations, in the form of grants, facilities, and theater technology; through a commitment to integrating award-winning Public Art into our built environment; and with high quality performing, literary, visual, and new media programs across the County. The recognition of a community's arts and cultural assets (and the marketing of them) is an important element of economic development.

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, new media, and curation. This also complements the international initiatives of the ACVS and BIG divisions.
2. **Community Partnerships and Engagement:** Modeling our success in the public humanities projects "Echoes of Little Saigon" (Clarendon), "Living Diversity" (Columbia Pike), and "Nauck Portraits" (Nauck), we will expand our work with diverse communities thru collaboration with the Department of Parks and Recreation, Libraries, and Arlington Public Schools.
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
- Facility Management and Technical Support
- Creative Placemaking and Engagement
- Marketing
- Public Art

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments in annual expense for maintenance and replacement of County vehicles ($360).

ARLINGTON ARTS AND CULTURAL AFFAIRS

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,930,226	$1,902,648	$1,972,895	4%
Non-Personnel	812,512	751,433	751,073	-
Subtotal	2,742,738	2,654,081	2,723,968	3%
Intra-County Charges	(1,500)	-	-	-
Total Expenditures	2,741,238	2,654,081	2,723,968	3%
				-
Fees	352,355	349,165	349,165	-
Grants	9,500	5,000	5,000	-
Total Revenues	361,855	354,165	354,165	-
				-
Net Tax Support	$2,379,383	$2,299,916	$2,369,803	3%
Permanent FTEs	16.90	16.90	16.90	
Temporary FTEs	2.17	5.50	5.50	
Total Authorized FTEs	19.07	22.40	22.40	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of County Public Art projects in development	14	15	17	18	20	18
Arlington Arts online Facebook and website reach	N/A	N/A	N/A	N/A	309,723	800,000
Number of supported artists and arts organizations	44	46	46	44	52	39
Number of public performances/exhibits/ events/workshops presented by supported artists and arts organizations	N/A	N/A	N/A	N/A	335	294
Number of public performances/exhibits/events/workshops presented by Cultural Affairs staff	N/A	N/A	N/A	N/A	132	248

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of studio visitors and audiences to Lee Arts Center	4,519	4,654	4,373	4,553	3,850	4,750
Funding provided by partners for performances/exhibits/workshops/temporary and permanent public art installations curated and presented by Cultural Affairs staff (in millions)	N/A	N/A	N/A	N/A	$3.57	$45.80
Number of artists paid for working in performances/exhibits/events/workshops/ temporary public art installations presented by Cultural Affairs staff	N/A	N/A	N/A	N/A	315	293

- With the reorganization of Arlington Cultural Affairs following the closure of the Artisphere facility, a number of new measures have been included to better define the strategic direction and activities of this division. In addition, certain measures which were included in previous years' budgets are no longer tracked and have been deleted from the FY 2018 Proposed Budget.
- Supported artists and arts organizations receive grants and/or rehearsal space and subsidized studio space from Arlington County.
- Online Facebook and website reach estimated to increase substantially in FY 2018 based on current FY 2017 social media data.
- Number of supported artists and arts organizations anticipated to decrease with changes to the grants process implemented by the Arlington Commission for the Arts during FY 2017 as well as due to full impact of the loss of the challenge-grants program funding for FY 2017.
- Performances/exhibits/events/workshops include those managed by CAD on behalf of BIDs, DPR, Libraries, and other Economic Development divisions. These events are anticipated to increase for FY 2018 due to continued effort to leverage division resources for partnered programming.
- Funding provided by partners for performances/exhibits/workshops/temporary and permanent public art installations curated and presented by Cultural Affairs staff increases for FY 2018 due to a number of public art projects anticipated to begin or deliver next year, including Columbia Pike Western Gateway, Nauck Town Square, and Rosslyn Corridor of Light, all of which included substantial developer contributions.

ARTISPHERE

PROGRAM MISSION

The Artisphere cultural facility ceased operations effective July 1, 2015.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$52,235	-	-	-
Non-Personnel	801,527	-	-	-
Total Expenditures	853,761	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$853,761	-	-	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

ARLINGTON CONVENTION & VISITORS SERVICE

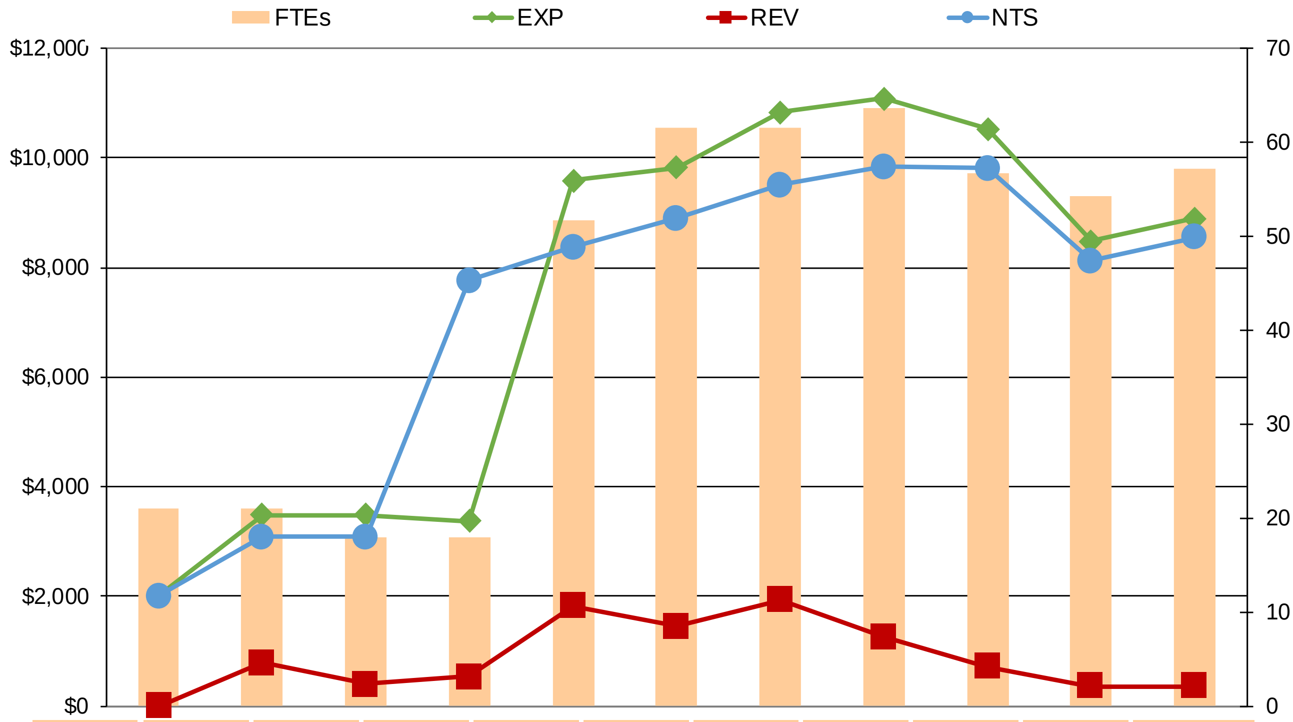
PROGRAM MISSION

The FY 2017 Adopted Budget is revised to reflect the County Board's approval after FY 2017 budget adoption to transfer Arlington Convention and Visitor Service (ACVS) expenses and FTEs to the Travel and Tourism Promotion Fund (202) ($626,148, 5.0 FTEs, 0.80 Temporary FTEs).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Revised	FY 2018 Proposed	% Change '17 to '18
Personnel	$514,436	-	-	-
Non-Personnel	291,780	-	-	-
Total Expenditures	806,216	-	-	-
				-
Total Revenues	-	-	-	-
				-
Net Tax Support	$806,216	-	-	-
Permanent FTEs	4.00	-	-	
Temporary FTEs	0.80	-	-	
Total Authorized FTEs	4.80	-	-	

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual Budget	FY 2017 Revised Budget	FY 2018 Proposed Budget
EXP	$3,482	$3,481	$3,376	$9,587	$9,818	$10,829	$11,085	$10,523	$8,479	$8,900
REV	$781	$397	$538	$1,829	$1,448	$1,939	$1,254	$712	$354	$354
NTS	$3,084	$3,083	$7,758	$8,370	$8,890	$9,505	$9,832	$9,811	$8,125	$8,546
FTEs	21.00	18.00	18.00	51.77	61.57	61.57	63.57	56.67	54.20	57.20

Fiscal Year	Description	FTEs
FY 2009	▪ One position was transferred to the Office of Emergency Management ($119,822 and 1.0 FTE).	(1.0)
	▪ Added the Virginia National Defense Industrial Authority (VNDIA) grant ($101,405 in revenue and expense).	
FY 2010	▪ The County Board added funding for a one-time lump-sum payment of $500 for employees ($10,327).	
	▪ Eliminated two positions, one administrative and one technology support position ($199,794).	(2.0)
	▪ Eliminated one of six economic development specialist positions ($77,675).	(1.0)
FY 2011	▪ Reduced funding for the Ballston Science and Technology Alliance ($2,500); Rosslyn Renaissance ($10,000) and the Greater Washington Hispanic Chamber of Commerce ($650). Eliminated funding for the Greater Washington Initiative ($25,000).	
	▪ Reduced funding for the Nonprofit Technical Assistance Program ($5,000) and the Think Arlington marketing campaign ($45,000).	
	▪ Revenue decreased due to the reduction of transferred funds from a trust and agency account to support the Rosslyn Renaissance ($10,000) and the end of a state grant during the fiscal year ($74,350).	
	▪ Non-personnel expense decreased due the end of the state grant funds ($74,350).	
FY 2012	▪ The County Board approved a one-time allocation of $450,000 for promoting and marketing businesses and cultural events within Arlington County, as well as enhancing small business initiatives. The employees from the Travel and Tourism Promotion Fund will be carrying out these activities from January 1, 2012 through June 30, 2012.	
	▪ Non-personnel expenses decrease due to the elimination of funding for the Ballston Partnership ($65,000) due to the creation of the Ballston Business Improvement District, the decrease in funding for the Rosslyn Renaissance ($10,000), and decrease in lease expense for the Base Realignment and Closure (BRAC) Transition Center ($23,588). This is partially offset by the restoration of funding for Greater Washington Initiative ($25,000) and increase in the annual expense for maintenance and replacement of County vehicles ($765).	
	▪ Revenues decrease due to the reduction in funding from the Rosslyn Fund trust and agency account for the Rosslyn Renaissance ($10,000) and the end of grant funding from the Virginia National Defense Industrial Authority (VNDIA) ($28,448). An extension to the length of the grant has been awarded which will keep the BRAC Transition Center open through mid-FY 2012.	
	▪ *Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development from the*	*33.77*

Fiscal Year	Description	FTEs
	Department of Parks and Recreation (expense $5,284,614, revenue $1,883,658).	
FY 2013	▪ The County Board added an Information Technology position ($125,000).	1.0
	▪ The County Board added one-year funding for the Base Realignment and Closure (BRAC) Coordinator position ($148,137) which had been previously grant funded.	1.0
	▪ The County Board added $30,000 in one-time arts challenge grant funding.	
	▪ The County Board added matching grant funding for the Clarendon Alliance ($15,000).	
	▪ The County Board added base operating funds ($15,000) and matching grant funding ($5,000) for Columbia Pike Revitalization Organization.	
	▪ Personnel expenses increase due to the County Board's addition of funding for a new Step 19 and an increase in the living wage.	
	▪ Personnel includes the transfer of 3.0 FTEs from the Travel & Tourism Promotion Fund (TTPF) to the General Fund for organizational demands in the Director's Office and the Business Investment Group ($284,790).	3.0
	▪ Convention and Visitors Service has been transferred from the Travel & Tourism Promotion Fund (TTPF) to the General Fund ($385,624 personnel, $114,376 non-personnel; 4.8 FTEs).	4.8
	▪ Eliminated FY 2012 one-time funding for retail and small business promotion ($450,000).	
	▪ Eliminated FY 2012 one-time funding for programming at Lubber Run ($25,000).	
	▪ Eliminated funding for the Rosslyn Renaissance ($30,000) and the associated transfer of funding from the Rosslyn Fund trust and agency account ($30,000).	
	▪ Revenues decrease to reflect the relocation of the Virginia Export Assistance Center ($30,000) and changes in Artisphere operations ($228,519).	
FY 2014	▪ The County Board added one-time funding for the Base Realignment and Closure (BRAC) Coordinator position ($142,137).	1.0
	▪ The County Board added one-time funding for nonprofit capacity building for two additional grants ($20,000) and arts challenge grants ($30,000).	
	▪ Removed FY 2013 one-time funding for the BRAC Coordinator ($148,137).	(1.0)
	▪ Removed FY 2013 one-time funding for arts challenge grants ($30,000).	
	▪ The County Board added $900,000 in one-time funding for Artisphere to support personnel and non-personnel expenses, which is partially offset	

Fiscal Year	Description	FTEs
	by the elimination of ongoing funding in the amount of $748,028.	
	▪ Revenue increased based on changes in Artisphere operational estimates for gifts and donations ($20,000), facility rental ($40,600), admission and ticket income ($118,531), which is partially offset by reductions in catering income ($132,753).	
	▪ Reduced the Arlington Arts Grants Program funding from $249,100 to $199,100 ($50,000).	
	▪ *The County Board approved 2.0 marketing management FTEs as part of FY 2013 closeout ($294,983).*	*2.0*
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).	(1.0)
	▪ 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.	1.0
	▪ Replaced ongoing funding with one-time for nonprofit capacity building ($45,000).	
	▪ *Added personnel approved at FY 2014 close-out to correct the allocation for a Cultural Affairs Specialist ($9,589, 0.1 FTE).*	*0.1*
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.	(15.5)
	▪ 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).	3.5
	▪ 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).	5.0
	▪ 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).	
	▪ *Decreased one-time funding for the closure of Artisphere at FY 2015 close-out due to lower than anticipated closure costs ($400,000).*	

Fiscal Year	Description	FTEs
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 (3.33 FTEs).	3.33
	▪ *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 FTEs, 0.80 Temporary FTEs)*	*5.80*

ARLINGTON
VIRGINIA

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT

Steven Cover, Director

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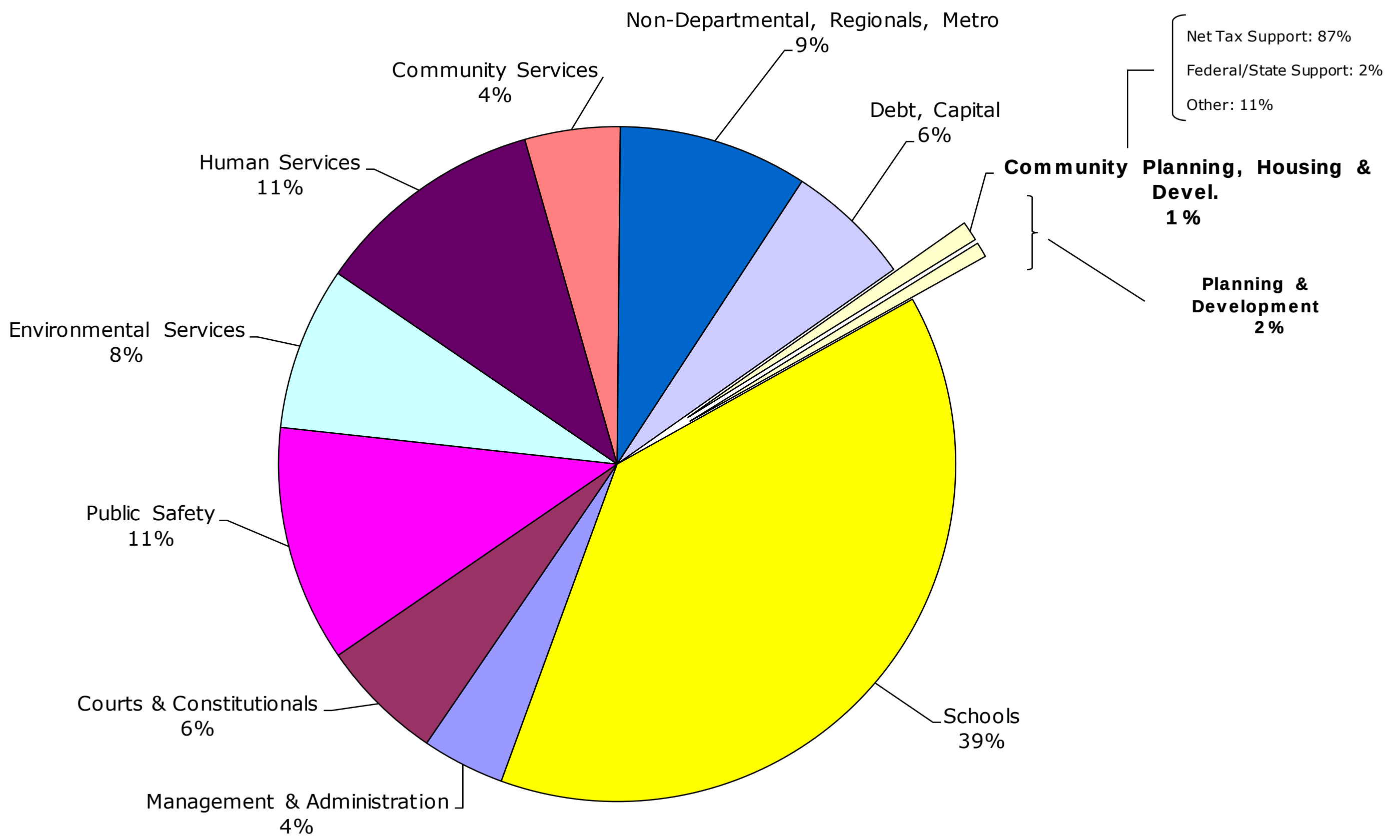
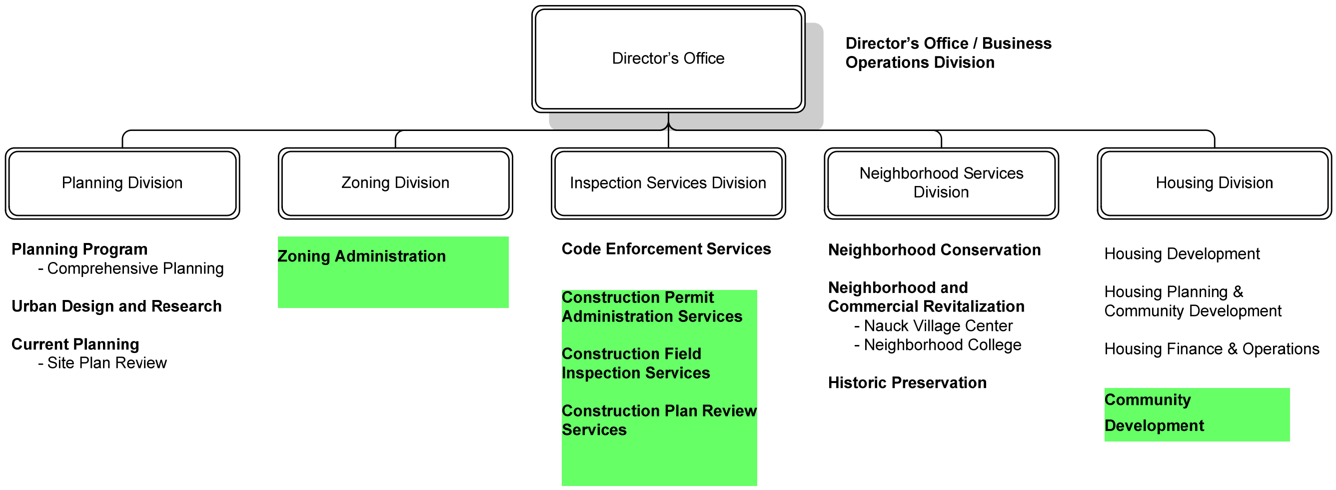
Our Mission: To promote the improvement, conservation, and revitalization of Arlington's physical and social environment

FY 2018 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Shaded programs are part of other funds.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Community Planning, Housing and Development is $11,559,930, a two percent increase from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, partially offset by the transfer of a Communications Specialist II ($147,770, 1.0 FTE) from the Business Operations Division to the Permits Administration Division in the Development Fund.
- ↓ Non-personnel decreases 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).
- ↓ Intra-County charges decrease due to an accounting adjustment for how non-personnel and intra-County charges to capital projects are expensed ($47,660).
- ↑ Grant revenue increases for additional Community Services Block Grant income ($38,550).

DEPARTMENT FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$9,591,189	$10,018,924	$10,243,752	2%
Non-Personnel	1,460,238	1,366,528	1,356,178	-1%
Intra-County Charges	-	(47,660)	-	-
Total Expenditures	11,051,427	11,337,792	11,599,930	2%
Fees	971,704	1,288,000	1,288,000	-
Grants	200,693	207,000	245,550	19%
Total Revenues	1,172,397	1,495,000	1,533,550	3%
Net Tax Support	$9,879,030	$9,842,792	$10,066,380	2%
Permanent FTEs	87.00	87.00	86.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	87.00	87.00	86.00	

DIRECTOR'S OFFICE/BUSINESS OPERATIONS DIVISION

PROGRAM MISSION

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of a Communications Specialist II ($147,770, 1.0 FTE) to Permits Administration in the Development Fund, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,218,474	$1,130,108	$1,013,213	-10%
Non-Personnel	172,153	100,711	100,660	-
Total Expenditures	1,390,627	1,230,819	1,113,873	-10%
Total Revenues	-	-	-	-
Net Tax Support	$1,390,627	$1,230,819	$1,113,873	-10%
Permanent FTEs	10.00	8.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	8.00	7.00	

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 citizens 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 so as 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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,109,273	$1,992,253	$2,084,969	5%
Non-Personnel	147,599	64,647	64,647	-
Total Expenditures	2,256,872	2,056,900	2,149,616	5%
Total Revenues	-	-	-	-
Net Tax Support	$2,256,872	$2,056,900	$2,149,616	5%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

COMPREHENSIVE PLANNING PROGRAM

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Columbia Pike form based code applications approved	N/A	N/A	N/A	4	1	1
Number of major County Board approved area studies completed	2	2	0	3	0	1
Number of major County Board approved area studies underway	1	4	4	4	4	2
Number of special GLUP studies completed	0	0	0	1	2	3
Number of special GLUP studies underway	N/A	N/A	N/A	3	3	3
Number of Zoning ordinance amendments completed	5	2	2	7	9	5
Number of Zoning ordinance amendments underway	N/A	N/A	N/A	7	13	5

- Staff began tracking the number of approved Columbia Pike form based code applications, the number of special GLUP studies underway, and the number of Zoning ordinance amendments in process in FY 2016.
- The major County Board approved area studies completed in FY 2016 include the Rosslyn Sector Plan West, Rosslyn Area Plan, and Courthouse Addendum.
- The GLUP is the "General Land Use Plan."

URBAN DESIGN AND RESEARCH PROGRAM

PROGRAM MISSION

To serve as a technical resource center for urban design, demographics, development data, and targeted strategic research, and targeted planning studies. Provide services for interdivisional and interdepartmental teams, citizens, real estate professionals and Arlington County boards, commissions and committee leaders, to address complex urban planning, design and research issues. 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.

In the FY 2016 budget, the Research, Analysis, and Graphics Section was replaced by the Urban Design and Research Section (UDR) to serve as a center for urban design and strategic urban research. UDR provides an integrated approach to design and research services and has enabled the Planning Division to proactively address the following objectives:

- Undertake special short-term urban design, research, 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.
- Serve as a center for 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.
- Prepare demographic and development information, forecasts, trends, and tracking reports.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to vacancies being hired at lower salaries, offset by adjustments to retirement contributions based on current actuarial projections, employee salary increases and an increase in the County’s cost for employee health insurance.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Personnel	$449,758	$759,629	$759,607	-
Non-Personnel	31,080	32,490	32,490	-
Total Expenditures	480,838	792,119	792,097	-
Total Revenues	-	-	-	-
Net Tax Support	$480,838	$792,119	$792,097	-
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	6.00	

URBAN DESIGN AND RESEARCH PROGRAM

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of community outreach events sponsored by Urban Design and Research (UDR)	6	7	4	9	8	8
Publications completed	10	9	10	10	10	10
Studies and plans initiated	N/A	2	4	2	3	3

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Demographic and development information requests completed	193	210	265	260	250	250
Number of administrative changes reviewed for facade changes	N/A	82	83	76	85	85
Number of administrative changes reviewed for landscape changes	N/A	110	90	53	70	70
Number of facade inspections	N/A	9	16	20	25	25
Number of landscape and tree protection site plans reviewed	N/A	23	45	41	65	65
Number of landscape plan inspections	N/A	20	20	20	20	20
Number of site plans reviewed	17	13	15	22	20	20

- In FY 2014, UDR began tracking the number of administrative changes reviewed for façade changes, the number of landscape plan inspections completed, the number of administrative changes reviewed for landscape changes, the number of façade inspections completed, and the number of studies and plans initiated.
- The number of demographic and development information requests completed is anticipated to decrease slightly in FY 2017 and FY 2018 due to more users accessing this information directly from the County website.
- The number of administrative changes reviewed for landscape change decreased in FY 2016, but is expected to increase in FY 2017 and FY 2018 based on the number of requests in FY 2017 to date.
- The number of landscape and tree protection site plans reviewed were tracked for half of FY 2014.

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 so as 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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the county's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,344,848	$1,419,901	$1,474,242	4%
Non-Personnel	60,869	70,244	70,216	-
Total Expenditures	1,405,717	1,490,145	1,544,458	4%
Fees	878,282	1,213,000	1,213,000	-
Total Revenues	878,282	1,213,000	1,213,000	-
Net Tax Support	$527,435	$277,145	$331,458	20%
Permanent FTEs	11.00	12.00	12.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	12.00	12.00	

CURRENT PLANNING

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average site plan review cycle time (days)	186	176	305	275	305	305
Percent of Planning Commissioners responding who are satisfied with the information provided in staff reports	90%	90%	90%	90%	90%	90%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of administrative site plan applications	266	243	272	211	270	270
Number of site plans approved by the County Board	9	8	5	6	8	8
Number of zoning applications and reviews processed	250	133	174	181	200	200
Percent of total items on consent agenda	92%	92%	90%	90%	90%	90%
Percentage of Board reports on time for regular distribution	95%	95%	95%	95%	95%	95%

- The decrease in the average site plan review cycle time in FY 2016 is due to a decrease in plans to review. Staff anticipate the number of administrative site plan applications to return to FY 2015 levels which will increase the review cycle time slightly.

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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,278,836	$1,269,735	$1,330,133	5%
Non-Personnel	206,485	156,890	156,269	-
Total Expenditures	1,485,321	1,426,625	1,486,402	-
Fees	4,236	-	-	-
Total Revenues	4,236	-	-	-
Net Tax Support	$1,481,085	$1,426,625	$1,486,402	-
Permanent FTEs	13.00	13.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	13.00	13.00	13.00	

CODE ENFORCEMENT SERVICES

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of code enforcement cases identified by staff	2,159	1,926	1,853	2,897	2,000	2,500
Percentage of code enforcement cases identified by staff	74%	76%	75%	82%	74%	80%
Total number of code enforcement cases	2,907	2,521	2,466	3,532	2,700	3,125

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of private properties cleaned of refuge and garbage, and vegetation trimmed as part of the enforcement initiative	27	12	13	14	18	18
Total number of hoarding cases	29	39	25	16	35	25

- During FY 2016, Code Enforcement staff participated in a mobile workforce pilot. The workforce pilot was part of an 18 month reorganization and redevelopment of performance expectations prepared by and for staff. Support for the initiative was provided by the Departments of Human Resources and Technology Services. As a precursor to the workforce pilot, staff participated in open dialogue sessions with management, for more than one year, to evaluate existing processes, identify process improvements, and participate in peer training which ultimately led to improvements in code case processing and reinvented enforcement protocol. The pilot effectively increased the amount of field inspection time by 25 percent, this change with the move to a more robust virtual network allowed inspection staff to become more productive in the field, evidenced by 43 percent spike in productivity during the pilot. The productivity is expected to fall slightly with time but will stabilize when new permitting software projects are completed in FY 2018.
- Hoarding cases represent the number of investigations performed by enforcement staff where compulsive or pathological storage negatively affects safe occupancy. Cases are often referred from the Arlington County Hoarding Task Force or identified by staff during field inspections.

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.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to staff turnover. The decrease is offset by employee salary increases, an increase in the County's cost for employee health insurance, and adjustments made to retirement contributions based on current actuarial projections.
- ↓ Non-personnel and Intra-County charges decrease due to an accounting adjustment for how these charges are expensed to capital projects ($47,660)
- ▪ This program includes 3.5 FTEs who work 100 percent on bond funded projects and are charged back to the projects. The personnel budget shown below is for only the General Fund portion of their salaries, net of the amount charged to capital projects.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$423,109	$499,626	$488,529	-2%
Non-Personnel	6,988	61,610	13,950	-77%
Intra-County Charges	-	(47,660)	-	-100%
Total Expenditures	430,097	513,576	502,479	-2%
Total Revenues	-	-	-	-
Net Tax Support	$430,097	$513,576	$502,479	-2%
Permanent FTEs	7.50	7.50	7.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.50	7.50	7.50	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Neighborhood Conservation plans and updates in progress	15	12	14	14	14	14
Number of participating neighborhoods	50	51	52	51	51	51

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 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.

Nauck Village Center (Commercial Revitalization Program)

- Facilitating the redevelopment of the Nauck, Shirlington, and 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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$320,785	$352,142	$363,932	3%
Non-Personnel	75,350	70,989	70,989	-
Total Expenditures	396,135	423,131	434,921	3%
Total Revenues	-	-	-	-
Net Tax Support	$396,135	$423,131	$434,921	3%
Permanent FTEs	2.00	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	3.00	3.00	

PERFORMANCE MEASURES

Commercial Revitalization Program

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of commercial property owners, tenants, and organizations receiving technical assistance on redevelopment and/or community improvement opportunities	10	11	13	50	120	120
Percentage of the acquisition/relocation/demolition completed toward the development of the Nauck Town Square	80%	80%	80%	100%	N/A	N/A

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of major events held in Nauck Town Square	3	3	3	3	3	0
Number of public/private development projects/activities initiated or reviewed by the Nauck Revitalization Organization	6	3	3	0	1	1
Number of residents attending events and activities in the Nauck Village Center (Nauck Town Square)	500	400	375	300	325	0
Percentage of design work completed toward the development of the Nauck Town Square	0%	25%	40%	65%	100%	N/A

- The FY 2016 increase in the number of commercial property owners, tenants and organizations receiving technical assistance on redevelopment and/or community improvement opportunities is due to: numerous discussions with business and property owners in Garden City concerning possible improvements to their property and partnership opportunities with the Yorktown Civic Association as well as engaging businesses in the Four Mile Run Study Area, the Nauck Village Center, and 23rd Street (Restaurant Row) in planning and redevelopment efforts/opportunities. The FY 2017 and FY 2018 estimates are based on the 120 business and property owners that are in the Four Mile Run Study area.
- Nauck Town Square design and engineering plans are expected to be complete by the end of CY 2017. The Nauck Town Square is anticipated to be under construction in FY 2018 and unavailable for public use.
- The Nauck Revitalization Organization (NRO) is a citizen advisory committee that is comprised of representatives from the Nauck Civic Association, property owners, and other community stakeholders. The activity estimates are based on the expected interest in the Four Mile Run Study.
- Monthly meetings attended by residents include the Nauck Revitalization Organization (NRO) and the Nauck Civic Association (NCA) and other meetings scheduled to address specific community issues, concerns, and activities.

Neighborhood College

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual enrollment in the Neighborhood College Program	22	27	25	25	25	25
Percent of the Neighborhood College participants satisfied with the program	96%	96%	95%	95%	95%	95%

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).

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$495,975	$493,437	$514,406	4%
Non-Personnel	50,953	91,395	90,855	-1%
Total Expenditures	546,928	584,832	605,261	3%
Fees	130	-	-	-
Total Revenues	130	-	-	-
Net Tax Support	$546,798	$584,832	$605,261	3%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of monthly inspections completed in locally designated historic districts	50	50	50	50	50	50
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	100%	100%	100%	100%	100%	100%

HISTORIC PRESERVATION

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Administrative Certificates of Appropriateness (ACoAs) approved by staff	15	15	16	31	30	30
Number of Certificate of Appropriateness (CoA) applications approved by HALRB	28	54	48	34	40	40
Number of Federal/State historic preservation-related compliance cases reviewed	45	42	37	38	40	40
Number of National Register of Historic Places nominations submitted for listing/total National Register listings	0/70	0/70	1/71	0/71	0/71	1/72
Number of new locally designated historic districts/total local districts	2/34	0/34	2/36	2/38	2/40	1/41
Number of preservation easements monitored annually	N/A	N/A	N/A	9	10	11
Percent of HALRB members satisfied with program support	98%	98%	98%	98%	98%	98%

- For FY 2016 monthly inspections completed, each single-property district was inspected each month (38 in total). Multiple-property districts (Maywood, Buckingham, Colonial Village, and Cambridge Courts) required four inspections per month. Additional inspections are completed on an as-needed basis.
- A Certificate of Appropriateness (CoA) is required for all proposed exterior alterations, new construction, and demolition within a locally-designated historic district, except for painting and routine maintenance. The CoA process involves two separate, though related, meetings that are open to the public. Both of these meetings occur monthly to allow the applications to be reviewed and decided upon in a timely manner.
- The number of Administrative Certificates of Appropriateness (ACoAs) approved by staff increased in FY 2016 due to the number of requests for items that staff had the authority to approve.
- The decrease in the approved CoA applications by the HALRB in FY 2016, is due to the decrease of property owners within local historic districts applying for CoA's.
- Beginning in FY 2013, the number of staff reviews of Federal and/or State historic preservation-related compliance cases have been tracked. This includes Section 106 compliance as per the National Historic Preservation Act (NHPA), National Environmental Policy Act (NEPA), and the State Environmental Review Process (SERP).
- Staff are currently preparing a Multiple Property Document of the African American historic resources in the County. Staff anticipate that at least one of the properties included in the study could rise to the level of National Register eligibility based on its architectural, historical, and/or cultural merit.
- Beginning in FY 2016, the number of annual staff reviews of historic preservation easements are being tracked.

HOUSING DIVISION

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 effective 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 revitalization.

In order effectively implement the Affordable Housing Master Plan (AHMP) and to better reflect the collaborative nature of the County’s housing projects, the Housing Division Administration, Development, Planning, and Services lines of business were consolidated and reorganized into a single line of business that includes Housing Development, Housing Planning and Community Development, and Housing Finance and Operations.

HOUSING DEVELOPMENT

- Assist developers, owners, and community organizations in the development of affordable housing through the implementation of the County's financial and land-use mechanisms.
- Review and recommend loan packages using County Affordable Housing Investment Fund (AHIF) and federal funds and facilitate primary financing through tax-exempt bond and conventional mechanisms.
- Assist developers to provide affordable housing units and/or financial contributions in the context of site plan projects.
- Foster first-time homeownership and single-family rehab by providing a broad range of information and technical assistance to current and potential homeowners.

HOUSING PLANNING AND COMMUNITY DEVELOPMENT

- Prepare plans, such as the Five-Year Consolidated Plan, which details comprehensive goals, policies, and strategies to address housing, homelessness, and community development needs.
- Track the County’s success in meeting its goals by producing the Annual Affordable Housing Master Plan (AHMP) Report.
- 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 home ownership 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 federal requirements for Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs.
- Administer competitive Community Development Fund, providing grants to nonprofit agencies for housing, economic development and public service programs for low and moderate income residents.

HOUSING DIVISION

HOUSING FINANCE AND OPERATIONS

- Administer and manage funding sources for the County's housing programs including the Affordable Housing Investment Fund (AHIF), HOME Investment Partnerships Program (HOME) funds, and Community Development Block Grant (CDBG) funds.
- Prepare budgets and funding projections for the Housing Division and its affordable housing programs.
- Identify and develop additional financing 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 CAF portfolio.
- Oversee administrative functions of the Division.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an anticipated increase in the Community Services Block Grant expenses ($38,550).
- ↑ Grant revenue increases due to an anticipated increase in the Community Services Block Grant ($38,550).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,950,131	$2,102,093	$2,214,721	5%
Non-Personnel	708,760	717,552	756,102	5%
Total Expenditures	2,658,891	2,819,645	2,970,823	5%
Fees	89,056	75,000	75,000	-
Grants	200,693	207,000	245,550	19%
Total Revenues	289,749	282,000	320,550	14%
Net Tax Support	$2,369,142	$2,537,645	$2,650,273	4%
Permanent FTEs	17.50	17.50	17.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.50	17.50	17.50	

HOUSING 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 newly reorganized Division.

Housing Supply

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of CAF units approved by County Board in the fiscal year	53	307	375	227	345	244
Number of CAF units preserved in the fiscal year (i.e., affordability extended)	0	101	124	0	70	70
Rental CAFs: Total approved in the fiscal year	53	307	369	219	345	240
Rental CAFs: County Financed	26	267	309	173	200	200
Rental CAFs: Bonus Density	27	40	60	46	40	40
Rental CAFs: Neighborhood Form-Based Code	0	0	0	0	105	0
Ownership CAFs: Total approved in the fiscal year (price-restricted ownership unit)	0	0	6	8	0	4
Ownership CAFs: County Financed (does not include Moderate Income Purchase Assistance Program loans)	0	0	0	0	0	0
Ownership CAFs: Bonus Density	0	0	0	8	0	0
Ownership CAFs: Neighborhood Form-Based Code	0	0	6	0	0	4
Rental housing stock affordable to households under 60% Area Median Income (AMI) as a percentage of the total housing supply	8.7%	8.7%	9.2%	9.2%	9.7%	10.2%
Rental CAFs: Total Number (cumulative)	6,578	6,885	7,254	7,473	7,818	8,058
Total cumulative senior CAF units	1,111	1,111	1,111	1,111	1,111	1,111
Total cumulative family-sized CAF units	3,051	3,241	3,452	3,541	3,661	3,781

- The number of CAF units approved by County Board in the fiscal year includes new construction CAFs and preservation by acquisition.
- The Neighborhoods 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.
- Total Number of CAF units approved by the County Board is net of any CAFs where contracts have expired. Includes CAF units between 60 percent and 80 percent AMI.

HOUSING DIVISION

- 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.
- Total cumulative senior CAF units have remained constant since FY 2013 as the County has prioritized projects with family-sized units.

Housing Access

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Annual Readership of Housing Newsletter	N/A	N/A	N/A	67	1,401	2,754
Number of requests for housing information	5,293	5,384	4,482	4,087	4,500	4,000
Number of tenants and landlords assisted through the housing information center	N/A	1,824	1,210	1,104	1,200	1,200
Homeownership - homebuyer education by number of participants	219	251	209	219	250	250
Homeownership - number of Moderate Income Purchase Assistance Program (MIPAP) loans	2	14	6	4	4	16
Homeownership - number of outreach events (workshops, etc.)	36	17	13	17	20	20
Number of CAF units approved that are accessible	11	24	26	26	10	10
Percent of accessible CAF units that are occupied by persons with disabilities	N/A	N/A	48%	46%	47%	47%
Percent of CAF units approved that are accessible	21%	8%	7%	12%	10%	10%
Tenant Assistance Fund - Number of New Participants	19	26	8	0	11	62

- The Housing Newsletter began in May 2016 and there is no data before this time. Therefore, the FY 2016 actual only reflects two months of readership. Readership is based on “Unique Open” which is recorded by the subscriber opening the newsletter only once and will not count multiple openings from one subscriber email address. The projections are based on new monthly subscribers and given the newness of the Newsletter substantial growth is expected before readership will plateau to a core audience level.
- Percent of accessible CAF units that are occupied by persons with disabilities - prior to 2015 data was only collected every three years.

HOUSING DIVISION

Housing Sustainability

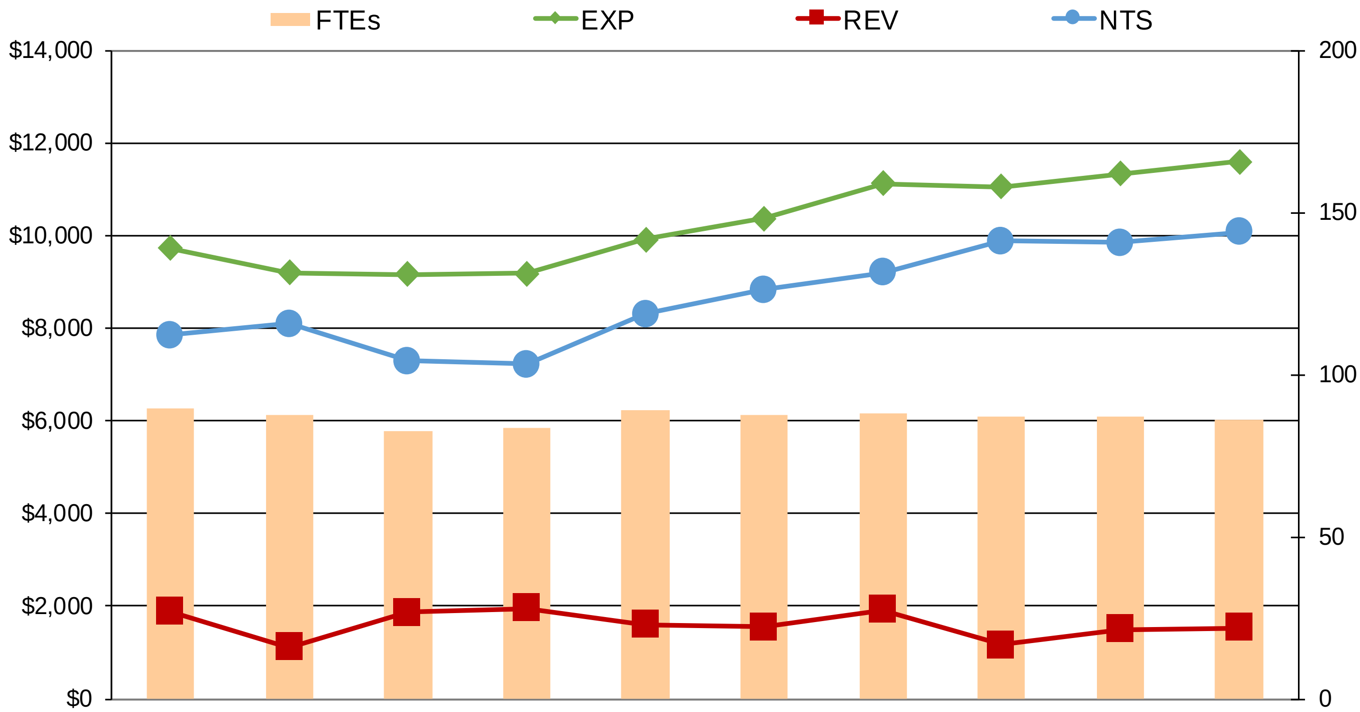
Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
County Loan Funds Allocated in fiscal year (rounded)	$14,800,000	$37,100,000	$29,200,000	$26,400,000	$35,000,000	$26,000,000
County Loan Funds Disbursed in fiscal year (rounded)	$18,700,000	$27,800,000	$25,000,000	$18,500,000	$47,000,000	$3,500,000
Total Number of County Loans (cumulative)	76	80	85	90	95	96
Cumulative value of loans originated and disbursed ($millions)	$203.36	$231.16	$256.26	$274.75	$321.78	$325.28
County loan repayments and payoffs received in fiscal year (rounded)	$21,235,000	$16,000,000	$6,700,000	$3,600,000	$4,100,000	$4,600,000
Developer Contributions received in fiscal year (rounded)	$750,000	$9,600,000	$5,700,000	$5,500,000	$4,200,000	$4,600,000
Leveraging Ratio for County Funds Allocated in fiscal year	1:6.5	1:2.4	1:3.1	1:2.5	1:3.5	1:3.5
Leveraging Ratio for County Funds Disbursed in fiscal year	1:3.4	1:2.1	1:4.9	1:3.8	1:3.5	1:3.5
Leveraging ratio of General Fund dollars to all other sources for fiscal year	1:23	1:10	1:12	1:10	1:14	1:14
Number of CAF units reviewed and monitored for program compliance (occupancy compliance monitoring)	1,948	2,203	3,484	2,601	3,761	3,300
Number of CAF units brought into compliance as a result of occupancy monitoring efforts	20	25	5	17	18	18
Number of projects reviewed for compliance with terms of County loan (financial portfolio monitoring)	0	7	3	4	8	6
Percent of projects that are in full compliance with financial terms of County loans	97%	100%	100%	100%	100%	100%
Total number of CAF units inspected (physical inspection monitoring)	290	305	270	233	274	280

HOUSING DIVISION

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of CAF units brought into compliance with code as a result of physical inspection	83	96	76	47	70	72

- The total number of 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.
- For financial monitoring, the Housing Division does desktop reviews of all projects in the County's loan portfolio and onsite financial monitoring of a sample of projects for most owners annually. For smaller owner/developers (one to three properties), staff usually monitors the properties once every two or three years.
- The data for the following performance measures fluctuate based on market conditions and loan closing dates relative to 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".
- Loan repayments are a result of both AHIF/HOME and Community Development Block Grant (CDBG) annual payments and payoffs of outstanding loan balances.
- Cumulative value of loans originated and disbursed for FY 2016 includes the $2,780,578 loan made to Fort Henry Gardens (this loan represents the balance remaining on the County financing at the time of AHC's debt restructuring of this property - no new funds were wired from County accounts).
- County Loan Funds include the annual County Board appropriation of general fund dollars to AHIF, federal funds, loan repayments, developer contributions, and recordation tax.
- Funds Allocated and Funds Disbursed include funds for multifamily development projects only and do not include annual allocations for AHIF Housing Services ($100,000-$200,000 annually), Falls Church (approximately $50,000 annually), Tenant Assistance Funds, and Buckingham Village 3 Debt Service (approximately $1.7 million annually).
- Funds allocated for tax credit projects typically do not disburse until after tax credits are awarded. This schedule is why funds allocated and funds disbursed in a given year may not align.

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



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$9,725	$9,203	$9,156	$9,174	$9,908	$10,377	$11,116	$11,051	$11,338	$11,600
REV	$1,877	$1,111	$1,867	$1,953	$1,601	$1,542	$1,922	$1,172	$1,495	$1,534
NTS	$7,848	$8,092	$7,289	$7,221	$8,307	$8,835	$9,194	$9,879	$9,843	$10,066
FTEs	89.60	87.50	82.50	83.50	89.00	87.50	88.00	87.00	87.00	86.00

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board eliminated a 0.40 FTE Planning Program Coordinator position in the Planning Program ($38,608).	(0.40)
	▪ Five Planner positions (5.0 FTEs) approved by the County Board in FY 2008 were added. These positions were added to the Planning Division to achieve improved customer service levels in response to increases in development.	5.0
	▪ Fee revenue increased $451,450 due to fees increased as of October 1, 2007. In addition, fee rate increases in the Planning Division's Current Planning Program of 3.3 percent were projected to generate additional revenue of $51,180 and increased permitting activity was projected to generate $166,870.	
	▪ Grant revenue decreased overall to reflect a reduction in the Community Services Block Grant ($28,618) and an increase in federal HOME funds ($1,890).	
	▪ Transfer of FTEs from the CPHD General Fund to the CPHD Development Fund.	(65.0)
FY 2010	▪ County Board added funding for a one-time lump-sum payment of $500 for employees ($50,178).	
	▪ Reduced department-wide employee training funds by $7,000 of a $9,700 line-item budget.	
	Eliminated the part-time Planning Coordinator position ($59,817, 0.60 FTE).	(0.60)
	▪ Reduced funding for the following non-personnel budgets in the Planning Program from $70,150 to $36,217: Postage (from $10,957 to $8,682), Travel (from $13,767 to $3,000), County Publications (from $13,800 to $5,000), Employee Training (from $10,491 to $4,000), Office Supplies (from $6,550 to $5,000), and Operating Supplies (from $9,050 to $5,000).	
	▪ Eliminated funding for one of three Planner III positions in Current Planning ($109,875, 1.0 FTE).	(1.0)
	▪ Reduced funding for Operating Supplies in Neighborhood Conservation by $3,625, from $4,625 to $1,000.	
	▪ Reduced funding for the following non-personnel budgets in Neighborhood and Commercial Revitalization from $5,175 to $4,000: Office Supplies (from $1,800 to $1,500) and Operating Supplies (from $3,375 to $2,500).	
	▪ Reduced full funding for historic markers ($15,000) and 50 percent of funding for consultant services ($60,000).	
	▪ Reduced funding for the following non-personnel budgets in Housing Division Administration from $17,900 to $8,700: Postage (from $4,000 to $2,000), Travel (from $7,800 to $3,400), Office Supplies (from $4,300 to $2,300) and Operating Supplies (from $1,800 to $1,000).	

Fiscal Year	Description	FTEs
	▪ Eliminated General Fund portion of funding of $15,000 to Arlington Housing Corporation (AHC) Inc. for resident services programs offered at AHC complexes throughout the County.	
	▪ Reduced funding of the Shirlington Employment and Education Center (SEEC) from $140,000 to $92,000. The Community Development Fund will contribute an additional $48,000 to SEEC in FY 2010 to make up for the loss of these funds.	
	▪ Eliminated a Planner IV position in Housing Planning ($111,868, 1.0 FTE).	(1.0)
	▪ Eliminated funding for one of two part-time Housing Assistant positions ($44,228, 0.5 FTE).	(0.50)
	▪ Planner III position was added in Neighborhood and Commercial Revitalization ($117,353).	1.0
FY 2011	▪ The County Board added one-time funding of $10,000 for capacity building support for Buyers and Renters Arlington Voice (BRAVO), and reduced ongoing funding by $850 to reflect the one percent reduction taken by other nonprofit partners across the County. In FY 2011 only, BRAVO's budget increases by $9,150.	
	▪ The County Board added $50,000 to run the Neighborhood College program through an outside contract. (The Planner position that previously ran the program is eliminated in FY 2011).	
	▪ Revenue decreases due to a decline in permitting activity, which is partially offset by a one percent increase in fee rates ($229,000). In addition, there is a decline in monetary tickets being issued under the Civil Penalties Program due to property owners correcting violations within the timeframe required after the first warning ticket is issued ($4,000).	
	▪ Eliminated one of six Planner positions in Current Planning ($106,347).	(1.0)
	▪ Transferred two of ten Community Code Field Inspector positions to the Zoning Office in the CPHD Development Fund ($134,398).	(2.0)
	▪ Eliminated one of three General Fund Planner positions in Neighborhood Conservation ($43,390 in General Fund Support)	(1.0)
	▪ Eliminated a Planner position ($119,293) in Neighborhood and Commercial Revitalization.	(1.0)
	▪ Eliminated base budget funding for the Neighborhood College Program ($20,000).	
FY 2012	▪ The County Board restored a planner position to address an expected increase in site plans ($105,000).	1.0
	▪ Eliminated FY 2011 one-time funds for capacity building activities for Buyers and Renters Arlington Voice ($10,000).	
	Increased the Clean-up of Property Program ($50,000).	
	▪ Increased funds ($15,000) for the Shirlington Education and Employment Center (SEEC). The additional funds added for SEEC fully offset a reduction in federal funding for SEEC (see the Community Development Fund narrative) and kept the overall County contribution to SEEC flat.	

Fiscal Year	Description	FTEs
	▪ Decreased revenue due to a decline in permitting activity ($179,000) and a decrease in the Community Services Block Grant ($63,730). This decrease is partially offset by an increase in federal grant revenue ($9,685).	
FY 2013	▪ The County Board added funding for enhanced planning capacity ($296,812).	2.50
	▪ The County Board added one-time funding to support BUGATA in its efforts to enhance tenant participation in County activities and processes ($50,000).	
	Transfer of a Home Ownership Coordinator from the Community Development Fund with one-time funding ($112,577, 1.0 FTE).	1.0
	▪ Transfer of one Planner from the Community Development Fund ($104,633, 1.0 FTE).	1.0
	▪ Addition of one Senior Housing Planner ($94,747, 1.0 FTE) and addition of operating expenses for this position ($14,700).	1.0
	▪ Addition of funding for the staff and operating costs of the Shirlington Employment and Education Center ($85,000).	
	▪ A reduction in the Community Services Block Grant ($13,053) due to declining grant revenue.	
	▪ Fees increase due to higher projected fee permitting activity ($210,000).	
	▪ Grants decrease due to decreases in the Community Services Block Grant ($13,053) and in the County's annual federal HOME Fund allocation ($71,356).	
FY 2014	▪ The County Board restored one-time funding for the Homeownership Coordinator position ($114,943).	1.0
	▪ Eliminated one part-time Principal Planner position ($61,134).	(0.5)
	Eliminated one Associate Planner position ($102,737).	(1.0)
	▪ Restored one-time funding ($18,575) for the Shirlington Education and Employment Center (SEEC).	
	▪ Restored on-time funding ($50,000) for BUGATA.	
	▪ Restored one-time funding ($50,000) for ECDC.	
	▪ Decreased revenue due to a decrease in the Community Services Block Grant ($9,930).	
FY 2015	▪ The County Board added funding to the base budget for the Homeownership Coordinator position, previously funded with one-time funding ($116,116, 1.0 FTE).	
	▪ Added funding for a Principal Planner position for planning and development activities related to Crystal City and Pentagon City ($112,349).	1.0
	▪ Transferred half of a Business Systems Analyst position to the CPHD Development Fund.	(0.5)

Fiscal Year	Description	FTEs
	▪ Removed one-time funding ($18,575) for the Shirlington Education and Employment Center (SEEC). ▪ Removed one-time funding ($50,000) for ECDC. ▪ Restored one-time funding ($50,000) for BUGATA	
FY 2016	▪ Transferred half a Business Systems Analyst position to the CPHD Development Fund ($71,739).	(0.5)
	▪ The County Board eliminated a Housing Assistant ($47,977).	(0.5)
	▪ The County Board restored the FY 2015 one-time funding for BU-GATA ($50,000). ▪ Added ongoing funding ($18,275) for the Shirlington Education and Employment Center (SEEC). ▪ Increased fee revenue for anticipated permits and development activity ($94,958). ▪ Decreased revenue and expense due to a decrease in the state allocation of the Community Services Block Grant ($15,979).	
FY 2017	▪ The County Board added ongoing funding for the BU-GATA Promotora Program ($50,000). ▪ Grant expenses and revenue increased due to additional Community Services Bock Grant income ($32,000).	

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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 General Contingent and Affordable Housing Investment Fund.

NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Insurance	$4,333,253	$4,341,185	$4,341,185	-
Retiree Benefits/Health Plan Adjustment	18,852,392	20,400,000	20,400,000	-
Miscellaneous	39,551,201	23,397,564	24,738,660	6%
Contingents	100,000	18,836,786	18,586,786	-1%
Total Expenditures	$62,836,846	$66,975,535	$68,066,631	2%

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 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Insurance Cost	$4,333,253	$4,341,185	$4,341,185	-
Total Expenditures	$4,333,253	$4,341,185	$4,341,185	-

RETIREE BENEFITS and HEALTH PLAN ADJUSTMENT

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Retirees' Health & Life Insurance	$10,607,320	$12,900,000	$12,900,000	-
Other Post Employment Benefits (OPEB - trust)	6,850,000	7,500,000	7,500,000	-
Health Plan Adjustment	1,395,072	-	-	-
Total Expenditures	$18,852,392	$20,400,000	$20,400,000	-

- 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 $20.4 million in FY 2018.
- The total County employee healthcare cost increase is projected to be 7.5 percent from FY 2017 to FY 2018 based on the most current estimate available.

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Facility Rent and Operating Charges	$11,516,196	$12,007,895	$12,726,319	6%
Intra-County Charges	(123,987)	(128,347)	(133,460)	4%
Consultants	1,373,112	1,052,088	1,447,088	38%
Contracted Services	477,423	508,000	478,000	-6%
Memberships	143,524	137,700	142,008	3%
Special Events & Unclassified Services	123,942	263,000	213,000	-19%
Employer of Choice	140,111	748,700	978,700	31%
Housing Projects	20,680,794	-	-	-
Hiring Slowdown / Early Retirement	-	(649,241)	(719,756)	11%
Fuel & Utility Savings	-	(500,000)	(500,000)	-
Miscellaneous	62,119	138,584	65,000	-53%
Lease Purchase	5,157,967	7,419,185	7,641,761	3%
IDA Debt Service on Ballston Skating Facility	-	2,400,000	2,400,000	-
Total Expenditures	$39,551,201	$23,397,564	$24,738,660	6%

- ↑ The rent costs and operating expenses in various County facilities increased $718,424 based upon projected costs for leased County facilities in FY 2018.
- ↑ Intra-County charges increase due to an increase in the Utilities Fund rent chargeback ($5,113).

- ↑ Consultant expenses increase due to the addition of one-time funding for the Lee Highway planning process ($500,000), one-time funding for litigation hold software for the County ($200,000), and transferring the funding for the County's ethics initiative from the Human Resources Department ($20,000), partially offset by transferring funding for the County Manager's initiative on open data to the County Manager's office ($50,000) and removal of the following FY 2017 one-time items: funding for streaming public meetings ($50,000), funding for senior and disabled tax relief working group and study ($50,000), and funding for a compensation and benefits study ($175,000).
- ↓ Contracted services expenses decrease due to removal of FY 2017 one-time funding for Arlington Neighborhood Villages to aid in their transition from a volunteer-led organization to a self-supporting organization ($30,000).
- ↑ Memberships expenses increase based upon projects costs for County memberships in FY 2018.
- ↓ Special events and unclassified services decrease due to removal of FY 2017 one-time funding for the Lee Highway Alliance ($50,000).
- ↑ Employer of Choice program increases due to increased funding for the County transit subsidy by $50 per month, from $130 to $180 a month ($180,000) and the addition of a dependent care flexible spending account (FSA) match of $500 per employee per year ($200,000), partially offset by the removal of FY 2017 one-time funding for the over-time cost of the Presidential Inauguration in CY 2017 ($150,000).
- ↑ Increase in Early Retirement is the result of the County Manager's early retirement package provided to employees in the early Spring of CY 2017.
- ▪ An additional adjustment to the County's utility and fuel budget based on projected consumption and fuel pricing ($500,000).
- ↓ Miscellaneous expenses decrease due to the removal of one-time funding for gear and equipment for the additional Fire Department medic positions added in FY 2017 ($73,584).
- ↑ Lease purchase funding increases to fund capital projects approved in the FY 2017-2026 capital improvement plan. The debt service budget for lease purchase pays for various public safety and enterprise technology projects that have reached the end of life and must be refreshed. Various public safety projects, previously funded by grants, need to be refreshed and are now funded through the general fund lease purchase budget ($222,576).
- ▪ 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 (General Contingent), or for a particular purpose (Affordable Housing Investment Fund).

The budget includes a $250,000 General Fund General Contingent, and a combined total of $13,719,786 in the Affordable Housing Investment Fund (AHIF). AHIF base funding of $3,327,304 is augmented by total one-time funding of $9,243,902, of which $6,996,823 was added by the County Board during FY 2016 close-out, and a portion of recordation tax revenue, earmarked by the County Board when the recordation tax rate increased from $0.05 to $0.0833 in FY 2005. After setting aside the incremental recordation tax funds for previously approved, ongoing affordable housing programs, $1,148,580 in additional recordation tax funding is available in FY 2018.

Over the last few years the County Board has set aside monies in an economic and revenue stabilization contingent. This existing practice from recent years was formally adopted by the County Board in a revised set of financial and debt management policies in FY 2014. The updated policies include a requirement to maintain an Economic and Revenue Stabilization Contingent with a minimum balance of $3 million to address revenue declines and local or regional economic stress. In addition, in FY 2016 closeout the County Board added an additional $1,000,000 to the Economic and Revenue Stabilization Contingent for a "snowy day" fund. These funds are one-time monies so any funds expended in FY 2017 would need to be replenished in FY 2018 to maintain the minimum level adopted by the County Board.

The Economic Development Contingent decreases due to the removal of $1.5 million in FY 2017 one-time funds. The budget includes $367,000 in ongoing funds for previously approved economic incentive agreements and the addition of $250,000 for ConnectArlington last mile connection grants for the business community.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
General Contingent	-	$250,000	$250,000	-
Affordable Housing Investment Fund (AHIF)	-	12,691,133	12,571,206	-1%
AHIF - Incremental Recordation Tax	-	1,028,653	1,148,580	12%
Economic & Revenue Stabilization Contingent	-	3,000,000	4,000,000	33%
Economic Development Contingent	-	1,867,000	617,000	-67%
Total Expenditures	-	$18,836,786	$18,586,786	-1%

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DEBT SERVICE

The FY 2018 proposed budget includes outstanding and new money debt service on the County's General Obligation (G.O.) 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 $63,238,629, which includes $1.8 million for debt service on Buckingham Village 3. The Buckingham debt service has been budgeted in Non-Departmental and will be paid for from the Affordable Housing Investment Fund (AHIF). The FY 2018 Proposed General Fund debt service budget to be supported by non-AHIF revenues totals $62,964,345.

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.

FY 2018 PRIORITIES

The FY 2018 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 $108 million in general obligation new money bonds in CY 2017 approved in the referenda from CY 2010, CY 2012, CY 2014, and CY 2016.
- To issue $38.5 million of subject-to-appropriation revenue bonds for the acquisition of the Buck Property ($34.5M), upgrades to the Assessment and Collection System ($2M), and upgrades to the Enterprise Payment System ($2M).

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, as part of the Adopted FY 2015 – FY 2024 Capital Improvement Program, the County Board adopted an updated set of policies addressing fiscal integrity and sustainability (see www.arlingtonva.us). These policies built on previous policy statements adopted by the Board in CY 2002, CY 2005, and CY 2009. The revised policies, coupled with expanded policies regarding County reserves and planning and budgeting, 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%),
- Ratio of Tax supported General Obligation Debt and Subject to Appropriation Financing to Market Value of County Taxable Real and Personal Property (3%),
- Ratio of Tax supported General Obligation Debt to Resident Per Capita Income (6%), 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.

Charts A – E on the following pages demonstrate the County's historical and planned adherence to these debt management policies. This analysis is based on the Adopted FY 2017 – FY 2026 Capital

Improvement Program (CIP) with updates for revised project cashflows where appropriate and the most recent bond issuance in May 2016.

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 General Obligation 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 during the issuance of the Series 2016 General Obligation bonds in May 2016. 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. These ratings have also allowed the County to receive lower interest rates than it would otherwise have achieved.

2017 NEW MONEY BONDS

The proposed debt service budget was developed assuming a general obligation bond sale of approximately $70 million in the spring of 2017, and a revenue bond sale of $38.5 million in the fall of 2017. The initial debt service payments due in FY 2018 are approximately $6.6 million in the General Fund, and $6.9 million in the School Debt Service Fund.

SPRING 2017 NEW MONEY BOND ISSUANCE AND REMAINING AUTHORIZED BUT UNISSUED BONDS

	Amount Issued	Remaining Authorized But Unissued
County General Obligation Bonds		
Local Parks and Recreation - Parks Maintenance Capital & Land Acquisition	$14.7	$38.4
Transportation – Improvements Outside Major Travel Corridors, Paving, Transportation Systems & Traffic Signals	15.5	22.1
Metro	46.6	22.4
Community Infrastructure – Neighborhood Conservation, Facilities Maintenance, Critical Systems Infrastructure, Trade Center Parking Deck, Non-Parks Land Acquisition, Lubber Run Community Center Planning, North Side Salt Facility Planning	30.8	90.4
County General Obligation Bonds	107.6	173.2
School General Obligation Bonds – Capacity Projects	68.7	113.3
Utility General Obligation Bonds - Water Pollution Control Plant	--	4.2

Total General Obligation Bonds	**$176.3**	**$290.7**
Subject to Appropriation Revenue Bonds		
Buck Acquisition	34.5	
CAPP Upgrade / Replacement	2.0	
ACE Upgrade / Replacement	2.0	
Total General Obligation and Revenue Bonds	**$214.8**	**$290.7**

In millions, numbers may not add due to rounding

INTEREST EARNINGS

Interest earned on unexpended bond proceeds is used to pay debt service. The cash balances that produce interest earnings are based on the timing of bond sales and the cash demand of the construction schedules. Due to the continued low interest rate environment, interest earned on unexpended bond proceeds has remained low over the past few years. Minimal changes in rates are forecasted for FY 2018.

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, as shown on Chart C. 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 2018 proposed General Fund debt service budget is $62,964,345, a three percent increase over the FY 2017 adopted budget, excluding the impact of bonds issued for Buckingham Village 3 debt, paid for from AHIF funds (and budgeted accordingly in Non-Departmental).

Additionally, WMATA's ongoing capital maintenance programs such as SafeTrack, coupled with the ongoing delivery and payment for the 7000 series railcars, have increased the Agency's capital needs significantly in FY 2018. In order to contribute Arlington's jurisdictional share of the increase, an additional $21.6 million of general obligation bonds must be issued in Spring 2017 that was not in previous budget estimates. The impact of this increase in debt issued is $1.5 million of additional debt service in FY 2018.

	FY 2016 Actual	**FY 2017 Adopted**	**FY 2018 Proposed**	**% Change '17 to '18**
Principal	$40,583,463	42,259,549	41,212,012	(2%)
Interest	19,409,340	20,671,462	21,901,617	6%
Other (1)	476,665	125,000	125,000	-
Total Expenditures (2)	60,469,468	63,056,011	63,238,629	-
Less: Debt Service Supported by AHIF	(1,789,067)	(1,788,192)	(1,786,284)	-
Plus: Debt Service on $21.6M Additional WMATA Debt	-	-	1,512,000	-
Total Non-AHIF Supported Debt Service	$58,680,401	$61,267,819	$62,964,345	3%

(1) Includes trustee fees and other fees related to bond transactions. In FY 2016, includes cost of issuance for the Series 2016 General Obligation Bonds of $470,933. Expenditures related to cost of issuance are paid with proceeds of the bonds being issued.

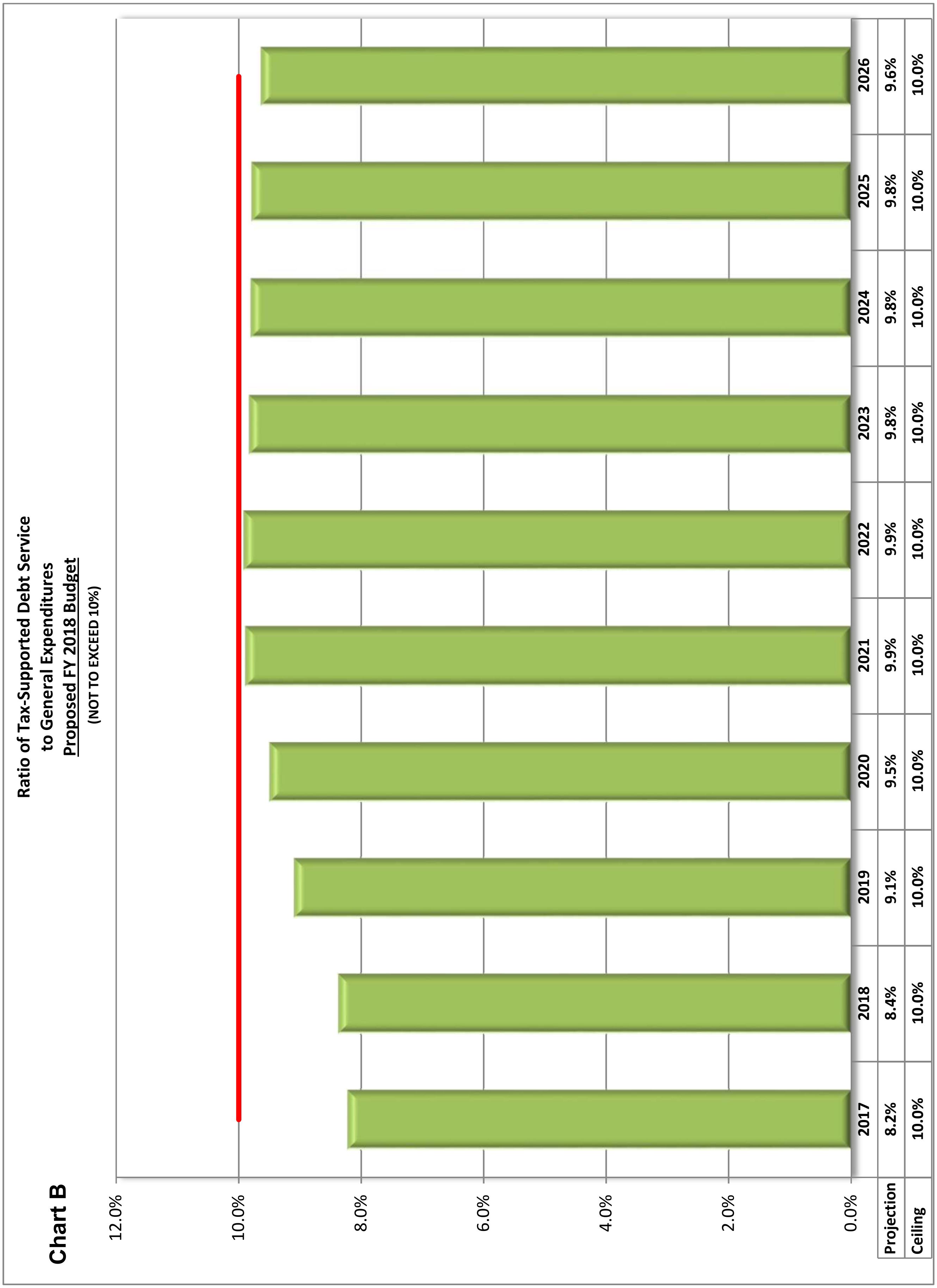
(2) Includes the debt service for the IDA Revenue Bonds (2009/2011/2013)

Chart A

Arlington County, Virginia
Debt Ratio Forecast
Proposed FY 2018 Budget

	FY 2017 Adopted	FY 2018 Proposed	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
GENERAL OBLIGATION BONDS - COUNTY (1)	85,980,000	88,105,000	104,305,000	85,810,000	52,230,000	62,805,000	51,260,000	53,215,000	74,940,000	58,490,000
GENERAL OBLIGATION BONDS - SCHOOLS (1)	68,730,000	93,300,000	66,730,000	48,150,000	46,100,000	23,550,000	26,500,000	33,200,000	56,400,000	15,600,000
GENERAL OBLIGATION BONDS RETIRED	71,621,735	70,832,805	74,747,103	78,155,766	84,567,290	87,387,743	89,545,133	92,042,239	94,801,917	95,841,528
NET TAX-SUPPORTED GENERAL OBLIGATION BONDS AT END OF FISCAL YEAR (2)	863,749,462	974,321,657	1,070,609,554	1,126,413,789	1,140,176,499	1,139,143,756	1,127,358,622	1,121,731,384	1,158,269,467	1,136,517,939
SUBJECT-TO-APPROPRIATION BOND ISSUANCE	-	38,500,000	2,000,000	-	2,000,000	2,000,000	9,000,000	8,000,000	2,000,000	2,000,000
SUBJECT-TO-APPROPRIATION BONDS RETIRED	4,602,374	4,608,114	5,682,573	6,466,664	6,772,899	7,105,699	7,443,498	8,775,007	9,978,658	8,616,155
NET TAX-SUPPORTED BONDS AT END OF FISCAL YEAR (3)	952,258,273	1,096,722,354	1,189,327,678	1,238,665,248	1,247,655,060	1,241,516,618	1,231,287,987	1,224,885,741	1,253,445,166	1,225,077,484
SCHOOLS DEBT SERVICE	46,745,244	51,418,861	58,781,213	61,255,290	63,977,519	64,835,718	64,109,559	64,699,775	66,023,491	67,460,671
COUNTY DEBT SERVICE (4)	62,931,011	64,625,629	69,425,946	76,924,244	84,072,960	87,496,216	90,792,380	93,769,489	96,362,860	96,540,591
TOTAL TAX SUPPORTED DEBT SERVICE	109,676,255	116,044,489	128,207,159	138,179,534	148,050,479	152,331,933	154,901,940	158,469,264	162,386,351	164,001,262
% GROWTH IN TAX-SUPPORTED DEBT SERVICE	2.0%	2.7%	7.4%	10.8%	9.3%	4.1%	3.8%	3.3%	2.8%	0.2%
COUNTY ONLY TEN-YEAR AVERAGE										4.6%
% GROWTH IN TAX-SUPPORTED DEBT SERVICE	2.4%	5.8%	10.5%	7.8%	7.1%	2.9%	1.7%	2.3%	2.5%	1.0%
COUNTY / SCHOOLS TEN-YEAR AVERAGE										4.4%
GENERAL GOVERNMENT EXPENDITURES (5)	1,333,546,022	1,385,890,635	1,409,450,776	1,454,553,201	1,496,735,243	1,535,650,360	1,575,577,269	1,616,542,278	1,658,572,377	1,701,695,259
DEBT SERVICE AS % OF EXPENDITURES (NOT TO EXCEED 1	8.2%	8.4%	9.1%	9.5%	9.9%	9.9%	9.8%	9.8%	9.8%	9.6%
MARKET VALUATION OF TAXABLE PROPERTY (6)	72,244,948,335	74,378,403,498	76,237,863,585	78,143,810,175	80,488,124,480	82,902,768,215	85,389,851,261	87,951,546,799	90,590,093,203	93,307,795,999
NET TAX SUPPORTED DEBT AS % OF MARKET VALUATION (3	1.3%	1.5%	1.6%	1.6%	1.6%	1.5%	1.4%	1.4%	1.4%	1.3%
POPULATION (7)	220,400	224,500	228,600	232,700	232,700	235,410	238,120	240,830	243,540	246,250
DEBT PER CAPITA	$4,321	$4,885	$5,203	$5,323	$5,362	$5,274	$5,171	$5,086	$5,147	$4,975
INCOME PER CAPITA (8)	$84,400	$86,088	$87,810	$89,566	$91,357	$93,184	$95,048	$96,949	$98,888	$100,866
NET TAX-SUPPORTED GENERAL OBLIGATION DEBT TO INCOME (NOT TO EXCEED 6%)	5.1%	5.7%	5.9%	5.9%	5.9%	5.7%	5.4%	5.2%	5.2%	4.9%

(1) Updated for 2016 GO Bond Issuance. 5% interest rate assumed on all other bond issuance
(2) Excludes Utilities and Transportation Capital Fund bonds
(3) Excludes credit support commitments on revenue bonds or lease-backed bond financings, includes IDA Bonds supported by the County's General Fund. For Subject to Appropriation debts, see Chart C.
(4) Includes both General Obligation and Subject to Appropriation debt. Excludes Utilities Fund, Transportation Capital Fund Debt Service, and Other debt costs
(5) Includes expenditures of General Fund and certain Special Revenue Funds of the County and School Board. Assumes 1.7% in FY 2019, 3.2% in FY 2020, 2.9% in FY 2021 - 2021, 2.6% in FY2022 and beyond
(6) Includes real, personal property, and Public Property. Assumes 2% in FY 2018, 2.5% in FY 2019 - 2021, 3% in FY2022 and beyond
(7) Population growth as estimated by the Arlington County Planning Division and MWCOG Round 8.4 Forecasts.
(8) Source: Arlington County planning division 2016 estimates. Assumes 2% growth



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projection	8.2%	8.4%	9.1%	9.5%	9.9%	9.9%	9.8%	9.8%	9.8%	9.6%
Ceiling	10.0%	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 2018 Budget
As of June 30

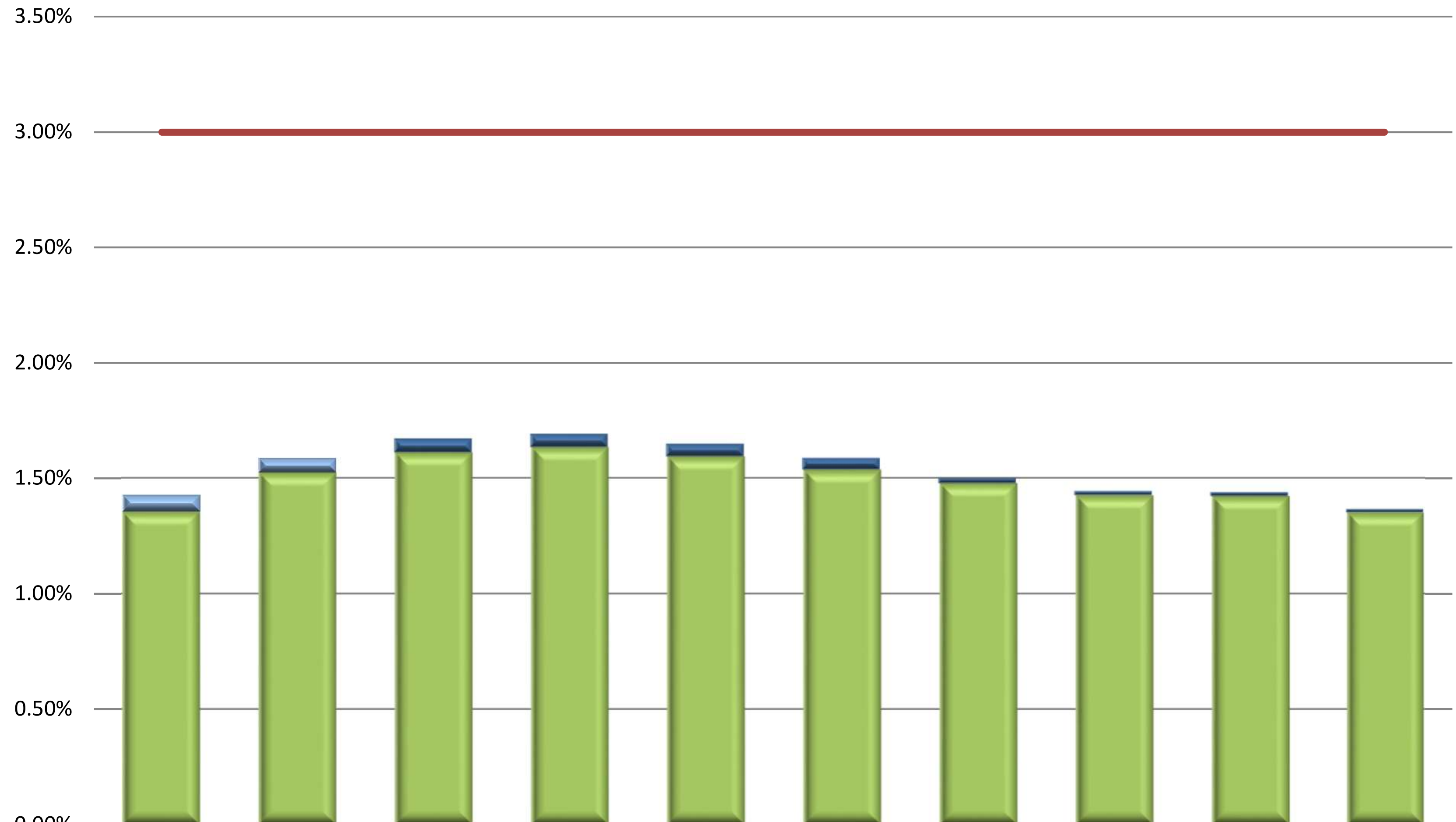
	FY 2017 Adopted	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Tax-Supported General Obligation Debt	$863,749,462	$974,321,657	$1,070,609,554	$1,126,413,789	$1,140,176,499	$1,139,143,756	$1,127,358,622	$1,121,731,384	$1,158,269,467	$1,136,517,939
Tax-Supported Subject to Appropriation ("STA") Debt										
Capital Equipment Leases (2)	17,517,297	23,163,355	24,844,434	24,788,637	22,074,285	19,675,610	18,597,919	16,618,866	23,359,156	26,218,036
Industrial Development Authority (IDA) Bonds (3)	96,980,000	135,480,000	131,488,571	124,706,429	119,611,429	114,175,714	115,394,286	114,262,143	105,927,143	97,802,857
Peumansend Creek Regional Jail	121,938	-	-	-	-	-				
No. Va. Criminal Justice Academy	266,324	-	-	-	-	-				
Subtotal	$114,885,559	$158,643,355	$156,333,006	$149,495,065	$141,685,714	$133,851,324	$133,992,205	$130,881,009	$129,286,299	$124,020,893
Project-Supported Subject to Appropriation ("STA") Debt (4)										
Ballston Public Parking Garage	4,600,000	-								
IDA Lease Revenue Bonds (Ballston Skating Facility) (5)	24,195,000	23,095,000	21,945,000	20,740,000	19,480,000	18,155,000	16,760,000	15,290,000	13,740,000	12,100,000
Gates of Ballston (6)	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000	23,000,000				
Subtotal	51,795,000	46,095,000	44,945,000	43,740,000	42,480,000	41,155,000	16,760,000	15,290,000	13,740,000	12,100,000
Total Tax-Supported General Obligation (GO) & ALL STA Financings	1,030,430,021	1,179,060,012	1,271,887,560	1,319,648,854	1,324,342,213	1,314,150,080	1,278,110,827	1,267,902,393	1,301,295,766	1,272,638,832
Total *Tax-Supported* GO and *Tax-Supported* STA Financings	978,635,021	1,132,965,012	1,226,942,560	1,275,908,854	1,281,862,213	1,272,995,080	1,261,350,827	1,252,612,393	1,287,555,766	1,260,538,832
Total *Project-Supported* STA Financings	51,795,000	46,095,000	44,945,000	43,740,000	42,480,000	41,155,000	16,760,000	15,290,000	13,740,000	12,100,000
Market Value of Taxable Property	72,244,948,335	74,378,403,498	76,237,863,585	78,143,810,175	80,488,124,480	82,902,768,215	85,389,851,261	87,951,546,799	90,590,093,203	93,307,795,999
Total *Tax-Supported* GO & ALL STA Financings as Percent of Market Value (Not to Exceed 4%)	1.43%	1.59%	1.67%	1.69%	1.65%	1.59%	1.50%	1.44%	1.44%	1.36%
Total *Tax-Supported* GO & *Tax-Supported* STA Financings as Percent of Market Value	1.35%	1.52%	1.61%	1.63%	1.59%	1.54%	1.48%	1.42%	1.42%	1.35%
Total *Project-Supported* STA Financings (Credit Enhancement) as Percent of Market Value (2)	0.07%	0.06%	0.06%	0.06%	0.05%	0.05%	0.02%	0.02%	0.02%	0.01%

(1) Excludes Self-supporting debt in the Utility and Transportation Capital Funds.
(2) Includes capital equipment leases in the General Fund, Auto Fund, Utilities Fund and Schools Fund
(3) Includes the Series 2009, 2011 and 2013 IDA Revenue 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 the bonds issued by the IDA in 2010 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.
(6) The County Board approved the credit support for the long-term financing of the Gates of Ballston for an amount not to exceed $23.0 million.

Chart D

Ratio of Tax-Supported & Subject to Appropriation Financing as a Percentage of Market Value

Proposed FY 2018 Budget



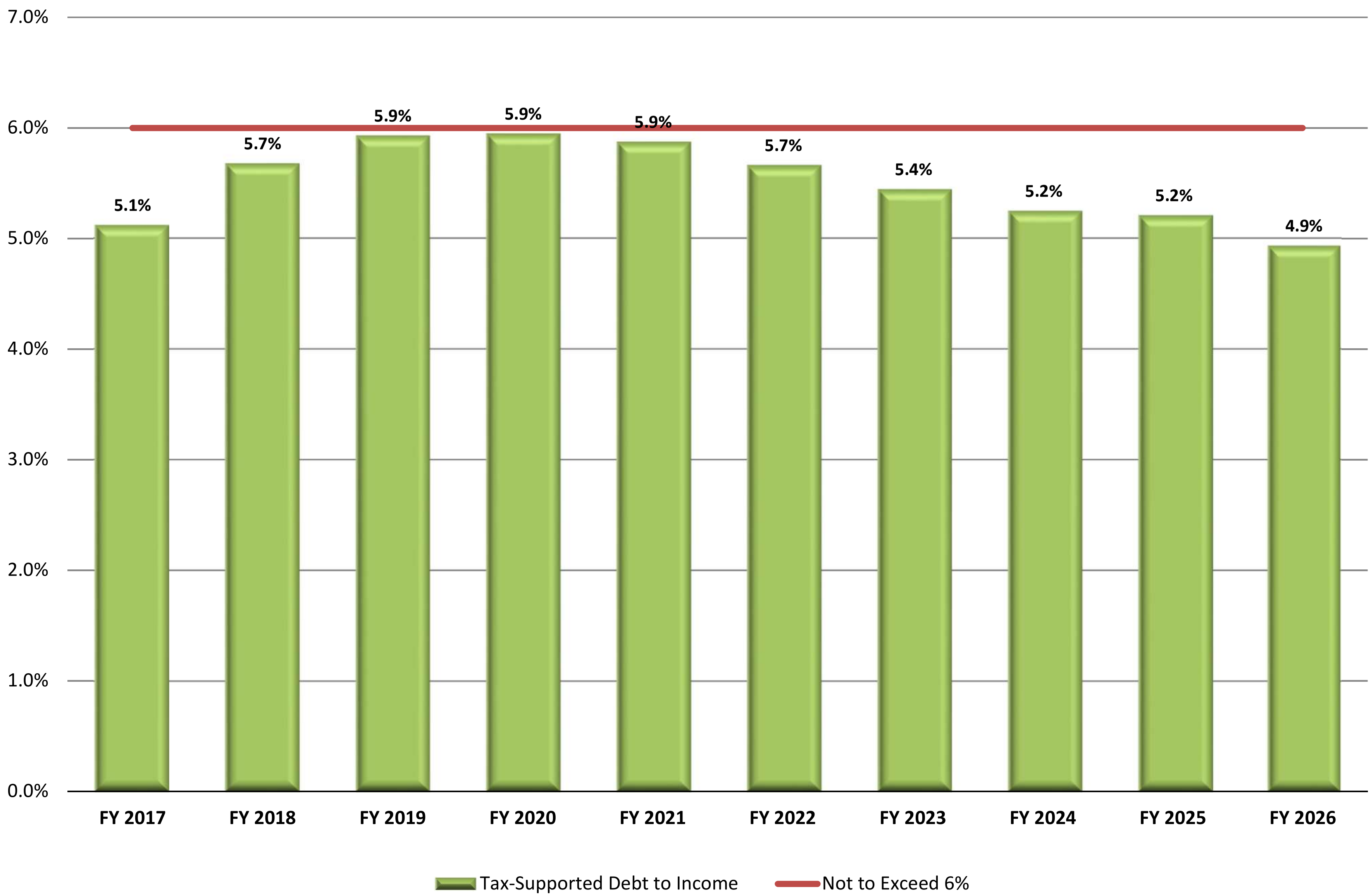
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Project-Supported	0.07%	0.06%	0.06%	0.06%	0.05%	0.05%	0.02%	0.02%	0.02%	0.01%
Tax-Supported	1.35%	1.52%	1.61%	1.63%	1.59%	1.54%	1.48%	1.42%	1.42%	1.35%
Not to Exceed 3%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Chart E

Ratio of Tax-Supported General Obligation Debt to Income

Proposed FY 2018 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 government or quasi-government 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 - Disability. Recommendations for funding for these organizations are made after a bi-annual competitive review by the County's Disability Advisory Commission. The last review was held in February 2016, with the next to be held in 2018.

The following section describes the purpose of these organizations and their proposed level of funding for FY 2018.

PROPOSED FY 2018 REGIONALS/CONTRIBUTIONS

		FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Group I	Metro Washington Council of Governments	$223,116	$235,418	$237,234	1%
	Northern Virginia Regional Commission - General	120,387	137,581	140,807	2%
	Northern Virginia Community College	30,582	30,582	30,582	-
	Health Systems Agency of Northern Virginia	20,600	20,600	20,600	-
	Northern Virginia Regional Park Authority	425,072	428,856	433,120	1%
	Northern Virginia Transportation Commission	55,567	57,038	55,451	-3%
Group II	Northern Virginia Criminal Justice Academy	544,209	534,916	564,212	5%
	Peumansend Regional Jail	595,818	625,615	-	-100%
	Northern Virginia Juvenile Detention Home	363,252	2,283,195	2,273,354	-
Group III	Friends of Guest House	45,000	46,643	46,643	-
	Arlington Independent Media	482,682	525,000	564,262	7%
	CrisisLink	130,524	130,526	130,526	-
	Northern Virginia Family Service	295,626	295,626	295,626	-
	Animal Welfare League of Arlington	1,419,517	1,419,517	1,419,517	-
	Legal Services of Northern Virginia	430,455	430,455	430,455	-
	Virginia Adult Probation and Parole	41,800	50,471	50,471	-
	Offender Aid and Restoration	456,145	456,145	456,145	-
	Literacy Council of Northern Virginia	-	23,457	23,457	-
	Capital Caring (formerly Capital Hospice)	14,051	14,051	14,051	-
	Ethiopian Community Development Council	140,573	140,573	140,573	-
	Endependence Center	92,566	92,566	92,566	-
Group IV	Northern Virginia Resource Center for the Deaf and Hard of Hearing Persons	48,354	48,354	48,354	-
	Brain Injury Services	22,921	22,921	22,921	-
	National Rehabilitation and Rediscovery Foundation, Inc.	11,059	11,059	11,059	-
	Columbia Lighthouse for the Blind	29,576	29,576	29,576	-
	Total Regional Expenditure	$6,039,452	$8,090,741	$7,531,562	-7%

GROUP I: CONTRIBUTION IS BASED ON A POPULATION-DRIVEN OR LAND USE FORMULA

Metropolitan Washington Council of Governments (COG)

Arlington County's FY 2018 proposed share of the operating expenses of COG is based on its percentage of the total population for the entire metropolitan area.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$223,116	$235,418	$237,234	1%

Northern Virginia Regional Commission (NVRC)

Arlington County's FY 2018 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 2018 is based on a $0.60 per capita rate.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$120,387	$137,581	$140,807	2%

Northern Virginia Community College (NVCC)

Arlington County's FY 2018 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.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
General Contribution	$17,982	$17,982	$17,982	-
Scholarship	12,600	12,600	12,600	-
Total Contribution	$30,582	$30,582	$30,582	-

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$425,072	$428,856	$433,120	1%

Northern Virginia Transportation Commission (NVTC)

Arlington County's FY 2018 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$55,567	$57,038	$55,451	-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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$544,209	$534,916	$564,212	5%

Peumansend Regional Jail

The Regional Jail facility is scheduled to permanently close in FY 2018 and will be ending its relationship with Arlington County. In FY 2018, the County Manager is proposing the Operating and Capital funding previously budgeted for this regional program be reallocated to Public safety for use in the Sheriff and Police Departments.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$595,818	$625,615	-	-100%

Northern Virginia Juvenile Detention Home

The County's contribution is based on the percentage of beds used at the facility over the last three fiscal years. The FY 2016 actual amount was decreased due to the Northern Virginia Juvenile Detention Home using existing fund balances to reduce the jurisdiction contribution in the fiscal year.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$363,252	$2,283,195	$2,273,354	-

GROUP III: NON-PROFIT COMMUNITY ORGANIZATIONS

Friends of Guest House

Guest House provides housing, employment, and counseling services to female parolees.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$45,000	$46,643	$46,643	-

Arlington Independent Media

Arlington Independent Media (AIM), manages the County's public access cable television station. In December 2016, the County signed a new agreement with Comcast, Inc. which removed the dedicated funding to AIM and other non-profit cable entities. The FY 2018 Proposed Budget continues funding to AIM; however, ongoing monies are reduced to $454,262. In addition, one-time funding of $110,000 is being provided as bridge funding for AIM as they are now required to reimburse the landlord for to cost of occupying their existing space. It is expected that as AIM decides on the future of their leased space occupancy that these costs will not be provided by net tax support in the out years.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$482,682	$525,000	$564,262	7%

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$130,524	$130,526	$130,526	-

Northern Virginia Family Service

Northern Virginia Family Services provides referral and information services for Spanish-speaking residents of Arlington County. Additionally, the agency provides clients access to a range of legal services including employment services, social services, information and referral, immigration legal assistance, entrepreneurship program, foreclosure prevention counseling, and financial education and homeownership program.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$295,626	$295,626	$295,626	-

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.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$1,419,517	$1,419,517	$1,419,517	-

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.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$430,455	$430,455	$430,455	-

Virginia Adult Probation and Parole

Arlington County's contribution supplements the state-set salaries of 16 Commonwealth of Virginia Adult Parole employees. The supplement attempts to keep these employees' salaries at parity with staff in the County-operated Court Services Unit of the Juvenile and Domestic Relations Court.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$41,800	$50,471	$50,471	-

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
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. No payment was distributed in FY 2016 in order to correct a FY 2015 billing error.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	-	$23,457	$23,457	-

Capital Caring (formerly Capital Hospice)

Capital Caring provides care for patients with serious, progressive illness and their families with a comprehensive program of medical and psychosocial care. Programs include home care, inpatient care, and bereavement counseling. In addition to the General Fund support for Capital Caring stated below, the County will provide approximately $49,900 in annual financial support by exempting the organization's Arlington property from real and personal property taxes.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$14,051	$14,051	$14,051	-

Ethiopian Community Development Council (ECDC)

ECDC provides information and referral, employment, housing, translation/interpretation, social, and support services to the African refugee and immigrant community.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$140,573	$140,573	$140,573	-

Endependence Center

The Endependence 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$92,566	$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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$48,354	$48,354	$48,354	-

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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$22,921	$22,921	$22,921	-

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.

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$11,059	$11,059	$11,059	-

Columbia Lighthouse for the Blind

Columbia Lighthouse's PRIDE (People Regaining Independence and Developing Experiences) Program provides services to individuals over 65 with vision loss. Specifically, these services include training on use of assistive devices and technology, general independent living skills, and awareness training for residents and senior center staff. Staff from the agency collaborates with local Arlington occupational therapists and other professionals who work with seniors, senior centers, and local agencies to bring services to those in need.

	FY 2016 Actual	FY 2016 Adopted	FY 2018 Proposed	% Change '17 to '18
Total Contribution	$29,576	$29,576	$29,576	-

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY - METRO

MISSION STATEMENT

To provide financial contributions, on behalf of Arlington County, to satisfy the formula-allocated 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. The Authority's major budgetary programs are Metrorail, Metrobus, and MetroAccess operations, and the Capital Improvement Program (CIP).

FY 2018 PRIORITIES

WMATA's priorities in FY 2018 are focused primarily on safety and the state of good operations. In FY 2017, the SafeTrack program was introduced to expedite numerous critical safety recommendations to the Metrorail system. As this program comes to completion, WMATA has implemented two preventative maintenance focused programs, Back2Good, and a Railcar Get Well Plan. Back2Good is aimed at increasing rail worker safety and reducing infrastructure related delays in half. Improvements include new technology to reduce red signal overruns and to better protect railway workers in hazardous areas as well as the installation of a public radio system and increased cellular service in tunnels.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed General Fund transfer for WMATA is $36,239,655, reflecting a 19 percent increase over the FY 2017 adopted budget. This year, a one cent increase to the real estate tax is proposed to meet this significant increase in WMATA's operating and capital budgets. Of this amount, $1.5 million of the tax rate increase will be reflected in the general fund debt service budget. This funding is to pay debt service on an additional $22 million of bonds required to be issued in Spring 2017 to meet WMATA's FY 2018 capital budget request of $58 million, a 190 percent increase over FY 2017. Arlington is also seeking an additional $30 million in budget reductions from WMATA to meet the County's share of the FY 2018 subsidy increase. These reductions will be negotiated with regional partners and WMATA staff. A final recommendation will be included in WMATA's budget to be adopted in March 2017.

Major drivers for the operating budget are increased labor and fringe costs, lower forecasted ridership due to the impacts of SafeTrack, and a lower projected match from State transit aid. The County's operating subsidy increase reflects the following:

- ↑ Metrobus subsidy increases due to general labor cost increases and a reduction of regional bus routes outside of Arlington County which increases the County's proportional share of remaining regional routes. These reductions were made as part of the General Manager's proposed budget in order to reduce the budget gap. Gross subsidy also increased $500 thousand due to enhanced route 2A service to be fully funded for two years by NVTC from transit funding set aside as part of the Transform 66 Inside the Beltway project.

- ↑ Metrorail subsidy increases due to the increased labor and fringe costs and a significant reduction in projected fare revenues due to lower ridership as a residual effect of SafeTrack.
- ↓ MetroAccess subsidy decreases due to fewer trips originating from Arlington.

BUDGET DESCRIPTION

The Metro General Manager released the proposed FY 2018 budget in December 2016. Arlington's share of the operating subsidy is approximately 7.1 percent of the total. Subsidy increases to the Metrobus and Metrorail systems are driven primarily by increased labor costs and reduced farebox revenues. WMATA's policy is to adjust fares biennially based on inflation. Fares were increased 6 percent in FY 2015, however the WMATA Board did not adopt a fare increase in FY 2017. A fare increase of approximately 14 percent was proposed for Metrobus, Metrorail, and MetroAccess in FY 2018.

Metrorail annually provides over 175 million passenger trips and serves 11 stations in Arlington along four lines (Orange, Silver, Yellow, and Blue). Metrobus has over 11,000 bus stops and over 2,500 shelters in 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 4 million within a 1,500 square mile jurisdiction.

Capital Program

Metro's proposed FY 2018 - FY 2023 Capital Improvement Program (CIP) financial plan relies on a forecasted investment of $7.3 billion from the federal government, state and local governments, and other sources. Of the $7.3 billion six-year plan: $2.8 billion comes from federal funding; state and local contributions total $4.5 billion including planned long-term financing of $1.0 billion; other sources constitute $15 million.

Arlington's share of WMATA's proposed CIP for FY 2018 is $58 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.

The County has been continuously working with the other regional funding partners of WMATA on a new six-year capital funding agreement (CFA). As part of the FY 2017 budget process, a one-year amendment was approved of the current CFA. Another one year extension of the CFA is expected to be approved as part of the FY 2018 budget adoption.

Funding

Passenger and system revenues historically funded approximately 51 percent of the annual cost of operations. In FY 2017, fare revenues only covered 47 percent of total expenditures. FY 2018 it is projected that fare revenues will only cover 41 percent of total expenditures. 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 2.1 percent 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 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Metrobus [4]	$29,412,789	$31,877,181	$34,830,000	9%
Metrorail	28,096,196	23,919,983	35,840,000	50%
MetroAccess	1,000,732	893,994	830,000	-7%
Total Gross WMATA Subsidy	58,509,717	56,691,158	71,500,000	26%
Less $30 Million of Additional Reductions[2]	-	-	(2,650,000)	
Total Net WMATA Subsidy	**58,509,717**	**56,691,158**	**68,850,000**	**21%**
Source of Contributions				
State Transit Aid	24,180,782	22,147,843	27,910,345	26%
Regional Gas Tax	4,000,000	4,200,000	4,200,000	-
Transform 66 Funding [4]	-	-	500,000	-
Subtotal, NVTC REVENUES	28,180,782	26,347,843	32,610,345	24%
Total Revenues/Other Sources	28,180,782	26,347,843	32,610,345	24%
NET TAX SUPPORT (Excluding $0.01 on Tax Rate for WMATA)[3]	**30,328,935**	**30,343,315**	**30,343,315**	**-**
$0.01 on Tax Rate Dedicated to WMATA	-	-	7,408,340	-
Less Transfer to Debt Service Budget for WMATA Debt [1]	-	-	(1,512,000)	-
NET TAX SUPPORT (Including $0.01 on Tax Rate for WMATA)	**$30,328,935**	**$30,343,315**	**$36,239,655**	**19%**

[1] $1.5 million is reflected in the debt service budget. This is for debt service related to an additional $22 million of bonds to be issued in Spring 2017 in order to meet WMATA's FY 2018 Capital Budget needs.
[2] Arlington County is working with regional partners to identify $30 million of additional savings in WMATA's FY 2018 operating budget. These reductions will be finalized as part of WMATA's approved operating budget in March 2017.
[3] The proposed FY 2018 budget includes a $0.01 cent real estate tax rate increase for WMATA.
[4] As part of the Transform 66 Inside the Beltway project, funding of $1 million was provided to fully fund enhanced WMATA route 2A service for two years. Net annual operating costs are estimated at $500 thousand.

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PROGRAM MISSION

The Arlington Convention and Visitors Service (ACVS) is a destination marketing organization that works to attract, inform, and serve Arlington visitors and hospitality partners while supporting an exceptional visitor experience. ACVS's success is reflected in continually growing shares of the Washington area's meeting, convention, 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 and repeat visitation. 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 market 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, meetings and conventions 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 information to Arlington guests, influencing them to dine, shop, and be entertained in our lively, walkable urban villages. Strategically inform local hospitality employees about Arlington stores, restaurants, arts organizations, transportation options, etc. to drive spending and repeat visitation.

Programs and primary activities of ACVS include:

- Destination marketing and promotion
- Meetings and conventions sales
- Visitor and convention services
- Small business and arts promotion
- Tourism infrastructure
- Hospitality community engagement

SIGNIFICANT BUDGET CHANGES

Arlington County's enabling legislation to levy a Transient Occupancy Tax add-on (0.25%) to support this fund was reinstated by the Virginia General Assembly for the FY 2017 budget year. The FY 2017 budget is revised to reflect this budgetary adjustment and the transfer of Arlington Convention and Visitor Service (ACVS) expenses to the Travel and Tourism Promotion Fund (202) after budget adoption.

FY 2018 proposed expenditure budget for the Travel and Tourism Promotion Fund is $1,579,200, a 19 percent decrease from the FY 2017 revised budget. The FY 2018 budget reflects:

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

- ↓ Non-personnel decreases due the removal of FY 2017 one-time funding to support tourism promotion ($379,277) and the decrease of the sales and promotion budget line to properly balance the fund ($32,216).
- ↑ Revenue increases due to projections of hotel occupancy and rates as well as the anticipated opening of a new hotel ($22,500).
- ▪ The FTE count reflects the transfer of 0.8 temporary FTEs to the Director's Office line of business in the General Fund.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Revised	FY 2018 Proposed	% Change '17 to '18
Personnel	-	$729,325	$783,870	7%
Non-Personnel	-	1,146,823	735,330	-36%
Total Expenditures	-	1,876,148	1,519,200	-19%
				-
Transient Occupancy Tax	-	1,250,000	1,272,500	2%
Total Revenues	-	1,250,000	1,272,500	2%
				-
General Fund Transfer	-	$626,148	$246,700	-61%
Permanent FTEs	-	7.00	7.00	
Temporary FTEs	-	0.80	0.00	
Total Authorized FTEs	-	7.80	7.00	

TRAVEL AND TOURISM PROMOTION FUND
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
Beginning Balance, July 1	-	-	-	-
Transient Occupancy Tax Revenue	-	$1,250,000	1,250,000	$1,272,500
General Fund Transfer In	-	626,148	626,148	246,700
Total Balance, Revenues and Transfers In	-	1,876,148	1,876,148	1,519,200
Personnel	-	729,325	729,325	783,870
Operating	-	1,146,823	1,146,823	735,330
Carryover from prior years	-	-	-	-
Total Expenditures	-	$1,876,148	$1,876,148	$1,519,200
Closing Balance, June 30	-	-	-	-

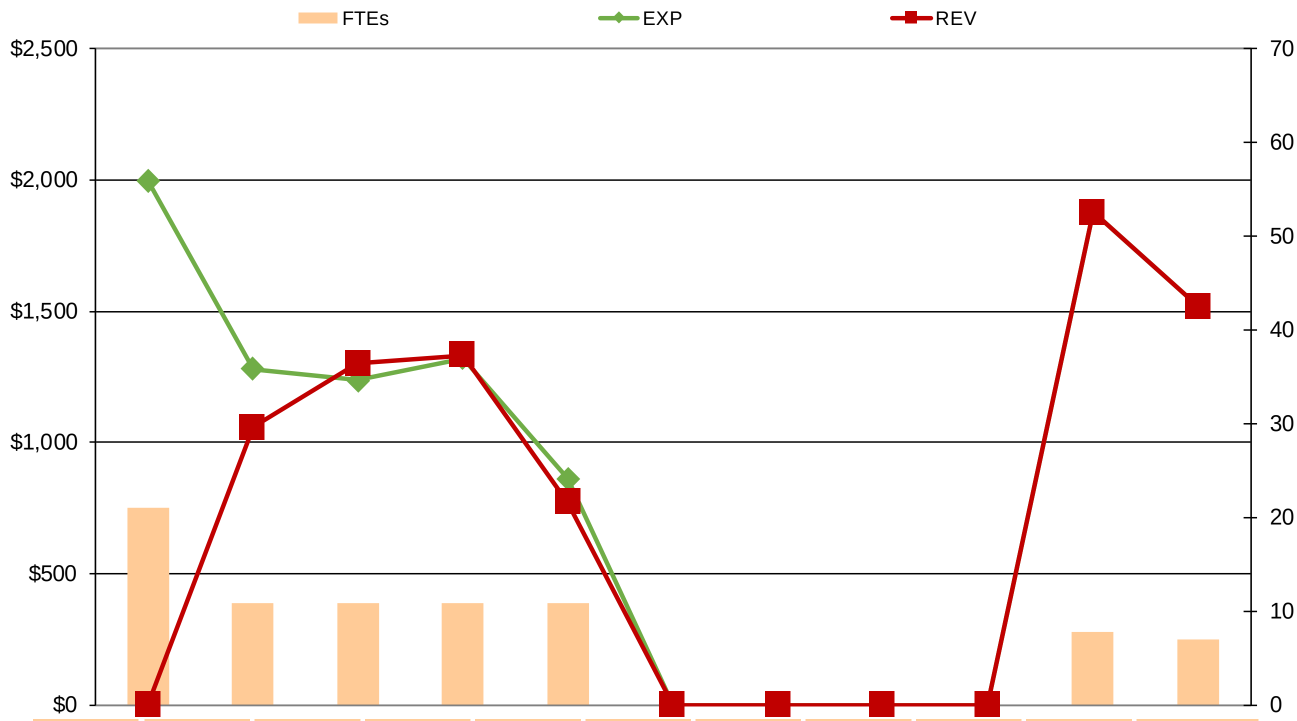
PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average daily rate of hotel rooms in Arlington	$153.84	$146.44	$154.37	$157.54	$159.00	$160.00
Hotel occupancy (percent)	73.2%	72.8%	76.9%	77.2%	77.0%	77.0%
Internet visits to ACVS	76,740	56,582	68,872	57,410	70,000	90,000
Leads for the booking of group room nights	52,299	42,111	46,305	48,257	47,000	62,000

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Conversion rate of leads to actual bookings for group room nights	63%	57%	49%	49%	51%	50%
Group room nights booked	33,062	24,077	22,875	23,920	24,000	31,000
Visitor services in-person	11,993	4,604	4,155	18,259	13,000	14,000
Visitors guides and other distributions	84,132	50,753	47,952	9,711	100,800	80,000
Visitor maps distributed	244,891	201,851	75,872	43,627	135,000	80,000

- Significant variations occurred among FY 2015 Actual and FY 2016/FY 2017 Estimates for "Visitors guides and other distributions" and "Visitor maps distributed." These are due to reduced in-person visitor services until the new Mobile Visitors Center was launched in September 2015 and a longer-than-expected process for competitively selecting a new visitor-materials publisher. In order to define new requirements for this important vendor selection, ACVS took additional time to conduct a Request for Information from industry experts. As of mid-year FY 2017, visitor guides are in production for distribution.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2018 Proposed Budget
EXP	$1,278	$1,235	$1,321	$862	-	-	-	-	$1,876	$1,519
REV	$1,058	$1,301	$1,333	$771	-	-	-	-	$1,876	$1,519
FTEs	10.80	10.80	10.80	10.80	-	-	-	-	7.80	7.00

Fiscal Year	Description	FTEs
FY 2009	▪ Permanent FTEs increase (1.0) and temporary FTEs decrease (1.0) as a result of converting a limited-term position to permanent with no cost impact to the budget. ▪ Revenues decrease $8,178 due to the end of the federal grant ($78,000) supporting the Visitor Services Center rent. This decrease is partially offset by an increase in Transient Occupancy Tax (TOT) collections ($69,822) based on recent hotel trends showing continued, although slower, growth as compared to recent years.	(1.0)
FY 2010	▪ The County Board approved a one-time lump-sum payment of $500 for employees ($5,000). ▪ The Travel and Tourism Promotion Fund (202) was restructured in order to absorb the functions of an eliminated General Fund position. A position was reclassified to focus on providing pre-trip and on-site support information regarding Arlington shopping and dining to increase visitor spending in the County. ▪ Reallocated Arlington Visitors Center rental/operational expenses for March-June 2010 (approximately $28,000) to neighborhood-focused visitor services initiatives in Crystal City, Rosslyn, Ballston and Pentagon City. The Visitors Center closed in February 2010 in order to facilitate improved visitor services activities in the key hotel neighborhoods stated above.	
FY 2011	▪ No significant changes.	
FY 2012	▪ Personnel expenses decrease primarily due to reduction in operations based on lower Transient Occupancy Tax (TOT) which supports this fund. The County Board has directed staff beginning January 1 to focus on other Arlington Economic Development (AED) activities such as promoting and marketing businesses and cultural events within Arlington County, as well as enhancing small business initiatives. ▪ Transient Occupancy Tax (TOT) revenues decrease by 52% due to the loss of the TOT for hotel stays beginning January 1, 2012. The state legislation that authorizes Arlington County to assess this additional 0.25 percent transient occupancy tax was not renewed by the State Assembly and expires on December 31, 2011. ▪ Miscellaneous revenues decrease ($2,500) due to the closure of the Visitor Center at Pentagon Row which sold County merchandise. The new Mobile Visitor Center is purely informational with no merchandise or retail sales. County merchandise can now be purchased at the Plaza Library branch location.	

Fiscal Year	Description	FTEs
FY 2013	▪ The additional Transient Occupancy Tax add-on (0.25%) which has supported the fund since January 1, 1991, was not re-established by the State Assembly in the spring of CY 2011. Arlington County's enabling legislation to impose this add-on tax expired on January 1, 2012.	
	▪ For FY 2013 the Travel and Tourism Promotion Fund will no longer exist as a Special Revenue fund. The County Board has adopted a reduced convention and visitor services program in Arlington Economic Development's General Fund budget.	
FY 2017	▪ *Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25%) 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% 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.*	*2.0*
	▪ *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 FTEs, 0.80 Temporary FTEs)*	*5.80*

ARLINGTON
VIRGINIA

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:

- Branding and marketing
- Physical enhancements
- Management, finance, and administration

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed budget for the Ballston Business Improvement District is $1,539,333, a four percent decrease from the FY 2017 adopted budget. This expenditure budget includes $38,484 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 2017 real estate tax rate is $0.045 for each $100 of assessed value, no change from the CY 2016 tax rate. Due to a decrease in assessed real estate values, revenue decreases four percent ($70,752).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$1,514,794	$1,610,085	$1,539,333	-4%
Total Expenditures	1,514,794	1,610,085	1,539,333	-4%
Total Revenues	1,538,692	1,610,085	1,539,333	-4%
Change in Fund Balance	$23,898	$27,912	$38,484	38%

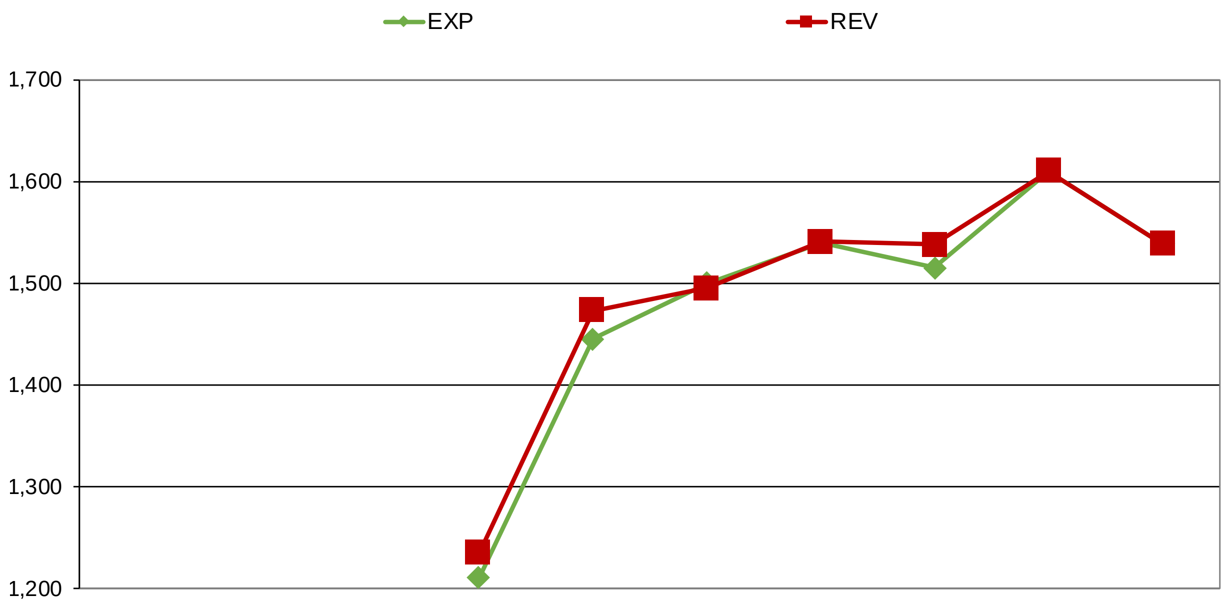
BALLSTON BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$47,353	$52,592	$71,251	$30,918
TOTAL BALANCE	47,353	52,592	71,251	30,918
REVENUES				
Interest Earned on Fund Balance	636	-	1,021	-
Special Assessment District Revenue	1,538,056	1,610,085	1,540,119	1,539,333
TOTAL REVENUES	1,538,692	1,610,085	1,541,140	1,539,333
TOTAL BALANCE AND REVENUES	1,586,045	1,662,677	1,612,391	1,570,251
EXPENSES				
Operating Budget (incl. Contingency & Admin Fee)	1,514,794	1,582,173	1,581,473	1,500,849
Budgeted Contribution to Delinquency or Appeals	-	27,912	-	38,484
TOTAL EXPENSES	1,514,794	1,610,085	1,581,473	1,539,333
CLOSING BALANCE, JUNE 30	$71,251	$80,504	$30,918	$69,402

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. However, there is an annual cap of 2.5 percent of budgeted revenues in contributions to the reserve. The FY 2018 proposed budget reflects a delinquency and appeals reserve addition of the maximum annual contribution cap of 2.5 percent, which results in a reserve of four and a half percent.
2) "Budgeted Contribution to Delinquency or Appeals" appears as an expense for accounting purposes, but is calculated as a positive contribution reflected in the final closing balance amounts.
3) The FY 2017 re-estimate is the current projection of expenses and revenues.
4) Revenue is credited to the BID each year on a calendar year, rather than fiscal year basis. For example, the FY 2017 proposed revenue is from the June 2016 and October 2016 tax payments. Therefore, the FY 2017 re-estimated revenue is not impacted by the January 2017 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP				$1,211	$1,445	$1,500	$1,540	$1,515	$1,610	$1,539
REV				$1,235	$1,473	$1,495	$1,541	$1,538	$1,610	$1,539

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board adopted the Ballston Business Improvement District Fund with a real estate assessment tax set at $0.045 for each $100 of assessed value.	
FY 2013	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2014	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
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.	

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:

- Beautification, cleaning, and maintenance
- Community activities and events
- Parking, transportation, pedestrian, and safety enhancements
- Marketing and promotion
- Homeless services
- Management and administration

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed budget for the Rosslyn Business Improvement District is $3,813,445, a six percent increase from the FY 2017 adopted budget. This expenditure budget includes $13,879 budgeted contribution to the BID's reserve fund balance to achieve the target of five percent of fiscal year revenues.

↑ The proposed CY 2017 real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2016 tax rate. Due to an increase in assessed real estate values, revenue increases six percent ($198,859).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$3,449,310	$3,614,586	$3,813,445	6%
Total Expenditures	3,449,310	3,614,586	3,813,445	6%
Total Revenues	3,494,278	3,614,586	3,813,445	6%
Change in Fund Balance	$44,968	$28,048	$13,879	-51%

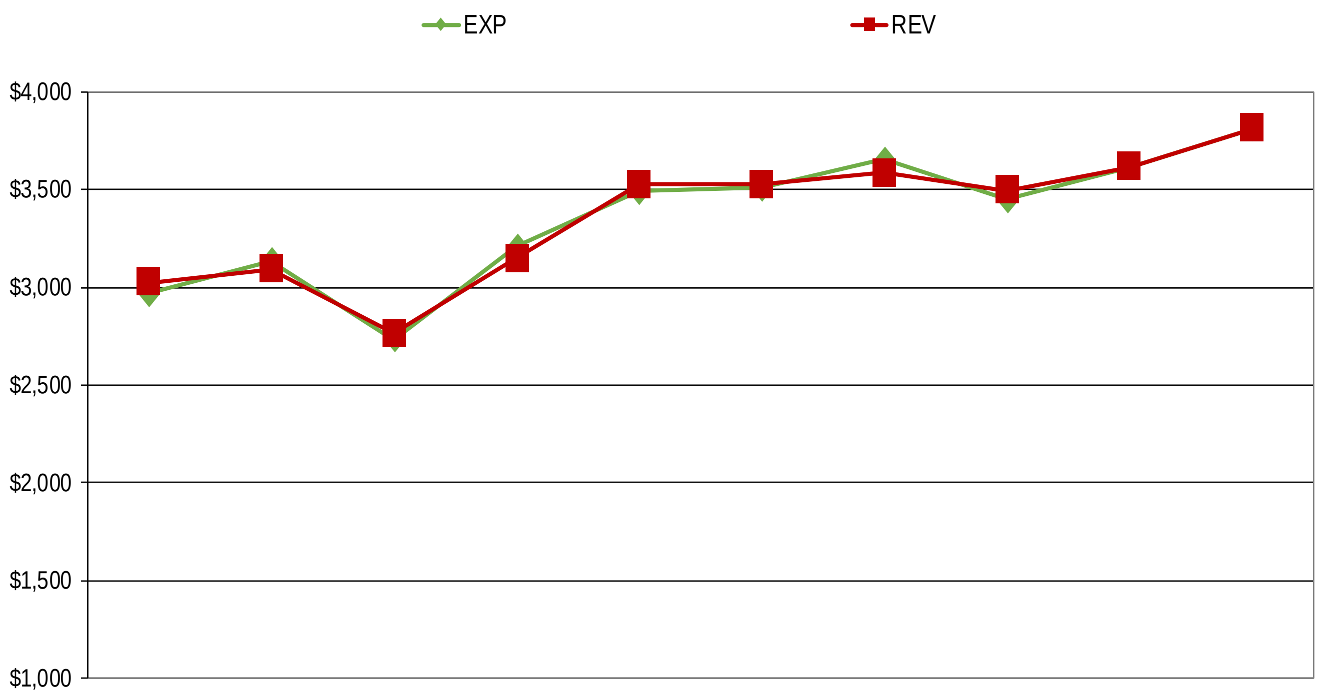
ROSSLYN BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$108,211	$152,681	$153,179	$176,793
TOTAL BALANCE	108,211	152,681	153,179	176,793
REVENUES				
Interest Earned on Fund Balance	1,469	-	2,246	-
Special Assessment District Revenue	3,492,809	3,614,586	3,510,355	3,813,445
TOTAL REVENUES	3,494,278	3,614,586	3,512,601	3,813,445
TOTAL BALANCE AND REVENUES	3,602,489	3,767,267	3,665,780	3,990,238
EXPENSES				
Operating Budget (incl. Contingency & Admin Fee)	3,447,928	3,586,538	3,487,518	3,799,566
Drawdown Requests	1,382	-	1,469	-
Budgeted Contribution to Delinquency or Appeals	-	28,048		13,879
TOTAL EXPENSES	3,449,310	3,614,586	3,488,987	3,813,445
CLOSING BALANCE, JUNE 30	$153,179	$180,729	$176,793	$190,672

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 2018 proposed budget reflects adherence to this reserve balance policy.
2) "Budgeted Contribution to Delinquency or Appeals" appears as an expense for accounting purposes, but is calculated as a positive contribution reflected in the final closing balance amounts.
3) The FY 2017 re-estimate is the current projection of expenses and revenues.
4) Revenue is credited to the BID each year on a calendar year, rather than fiscal year basis. For example, the FY 2018 revenue is from the June 2017 and October 2017 tax payments. Therefore, the FY 2017 re-estimated revenue is not impacted by the January 2017 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$2,970	$3,134	$2,733	$3,210	$3,491	$3,508	$3,654	$3,449	$3,615	$3,813
REV	$3,022	$3,093	$2,761	$3,146	$3,524	$3,524	$3,583	$3,494	$3,615	$3,813

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board set the RBID tax rate at \$0.082 per \$100 of assessed value.	
FY 2010	▪ The County Board set the RBID tax rate at \$0.080 for each \$100 of assessed value.	
FY 2011	▪ The County Board set the RBID tax rate at \$0.080 for each \$100 of assessed value.	
FY 2012	▪ The County Board set the RBID tax rate at \$0.080 for each \$100 of assessed value.	
FY 2013	▪ The County Board set the RBID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2014	▪ The County Board set the RBID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2015	▪ The County Board set the RBID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2016	▪ The County Board set the RBID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2017	▪ The County Board set the RBID tax rate at \$0.078 for each \$100 of assessed value.	

ARLINGTON VIRGINIA

Our Mission: To provide supplemental services in support of successful revitalization of Crystal City 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.

The Crystal City BID provides funding for:

- Marketing
- Landscaping and beautification of public areas
- Commercial visitor informational facilities and services
- Social and entertainment activities

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Crystal City Business Improvement District is $2,681,991, a four percent increase from the FY 2017 adopted budget. This expenditure budget includes $67,050 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 2017 real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2017 tax rate. Due to an increase in assessed real estate values, revenue increases four percent ($93,850).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$2,514,190	$2,588,141	$2,681,991	4%
Total Expenditures	2,514,190	2,588,141	2,681,991	4%
Total Revenues	2,528,683	2,588,141	2,681,991	4%
Change in Fund Balance	$14,493	$64,704	$67,050	-

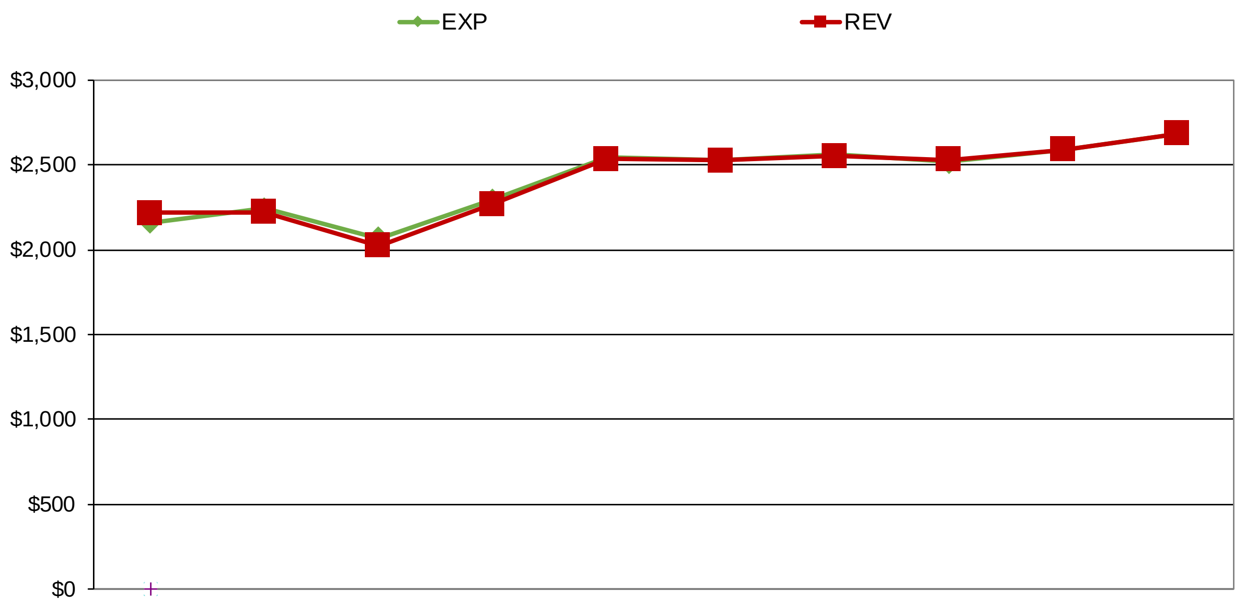
CRYSTAL CITY BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$22,908	$26,447	$37,401	$59,597
TOTAL BALANCE	22,908	26,447	37,401	59,597
REVENUES				
Interest Earned on Delinquency/Appeals Reserve	634	-	913	-
Special Assessment District Revenue	2,528,049	2,588,141	2,544,282	2,681,991
TOTAL REVENUES	2,528,683	2,588,141	2,545,195	2,681,991
TOTAL BALANCE AND REVENUES	2,551,591	2,614,588	2,582,596	2,741,588
EXPENSES				
Operating Budget (incl. Contingency & Admin Fee)	2,514,190	2,523,437	2,522,999	2,614,941
Budgeted Contribution to Delinquency or Appeals	-	64,704	-	67,050
TOTAL EXPENSES	2,514,190	2,588,141	2,522,999	2,681,991
CLOSING BALANCE, JUNE 30	$37,401	$91,151	$59,597	$126,647

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. However, there is an annual cap of 2.5 percent of budgeted revenues in contributions to the reserve. The FY 2018 proposed budget reflects a delinquency and appeals reserve addition of the maximum annual contribution cap of 2.5 percent, which results in a reserve of five percent.
2) "Budgeted Contribution to Delinquency or Appeals" appears as an expense for accounting purposes, but is calculated as a positive contribution reflected in the final closing balance amounts.
3) The FY 2017 re-estimate is the current projection of expenses and revenues.
4) Revenue is credited to the BID each year on a calendar year, rather than fiscal year basis. For example, the FY 2017 revenue is from the June 2016 and October 2016 tax payments. Therefore, the FY 2017 re-estimated revenue is not impacted by the January 2017 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$2,160	$2,242	$2,066	$2,295	$2,540	$2,526	$2,560	$2,514	$2,588	$2,682
REV	$2,218	$2,221	$2,022	$2,270	$2,532	$2,523	$2,551	$2,529	$2,588	$2,682

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2010	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2011	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2012	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2013	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2014	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
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.	

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 and Community Services Block Grants (CDBG and CSBG).

Community Development staff responsibilities include:

- Develop the annual Community Development Block Grant (CDBG) and Community Services Block Grant (CSBG) program and funding recommendations. Ensure compliance of HOME-eligible activities.
- Provide technical assistance, monitor, and evaluate program activities.
- Coordinate, implement, and evaluate community development activities in Arlington.
- Ensure compliance 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 the program; provide staff support for the Community Development Citizens Advisory Committee (CDCAC).

SIGNIFICANT BUDGET CHANGES

The FY 2018 Community Development (CD) program budget includes $1,117,431 in Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD) for Arlington and the City of Falls Church. The City of Falls Church will receive $49,465 of the grant funds under a Cooperation Agreement with the County. The CD Fund also includes federal HOME funds in the amount of $54,189 to cover personnel expenses for staff administration and management oversight.

Current projections for the FY 2018 Community Services Block Grant (CSBG) allocation ($245,550) are based on a projected 19 percent increase in funding from the FY 2017 budget, due to increased Temporary Assistance to Needy Families (TANF) funding from the State. The CSBG program budget is funded through a grant from the U.S. Department of Health and Human Services and is administered by the Virginia Department of Social Services. The CSBG budget is included in the Department of Community Planning, Housing and Development's (DCPHD) Housing Division General Fund budget. Both CDBG and CSBG will address the County's CD program priorities through the programs detailed on the following pages.

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actual projections.
- ↓ Non-personnel decreases to accommodate increased personnel costs ($22,260).
- ↑ The Federal HOME grant increased by $1,166.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$478,489	$483,395	$506,821	5%
Non-Personnel	989,313	736,524	714,264	-3%
Total Expenditures	1,467,802	1,219,919	1,221,085	-
Program Income	281,128	-	-	-
Grants -CDBG	1,145,237	1,166,896	1,166,896	-
Grants - HOME	41,437	53,023	54,189	2%
Total Revenues	$1,467,802	$1,219,919	$1,221,085	-
Net Tax Support	-	-	-	-
Permanent FTEs	4.50	4.50	4.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.50	4.50	4.50	

CPHD COMMUNITY DEVELOPMENT FUND

FUND STATEMENT

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Beginning Balance, July 1	-	-	-	-
Program Income	$281,128	-	-	-
Federal Revenue (Carryover)*	141,663	-	-	-
Federal Revenue (New -CDBG)**	1,003,574	$1,166,896	$1,166,896	-
Federal Revenue (New - HOME)***	41,437	53,023	54,189	2%
Total, Balance and Revenues	1,467,802	1,219,919	1,221,085	-
Total Expenditures	$1,467,802	$1,219,919	$1,221,085	-
Closing Balance, June 30	-	-	-	-

*Federal Revenue Carryover funds for FY 2016 reflect unspent CDBG funds from prior years.

**In FY 2016, final allocations from HUD totaled $1,133,749 for CDBG and $48,787 for HOME administration. The amounts shown for Grants-CDBG, Grants – HOME, Federal Revenue (New-CDBG), and Federal Revenue (New – HOME) in the tables above represent the amount of these allocations used to cover actual expenses in FY 2016.

***The CD budget also includes Federal HOME Administrative Funds to defer the cost of CDBG funded HOME program coordinator's time spent working on HOME-related projects. Although the FY 2017 Adopted amount for HOME administration is shown as $53,023, the actual authorized HOME admin amount for FY 2017 was revised after budget adoption to $54,189 and is based on the final HOME allocation from HUD.

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of micro-enterprises assisted with loans and technical support	39	44	35	41	45	54
Number of owner-occupied units improved	39	17	15	14	22	22
Number of persons assisted through training and job placement/success rate	138/70%	181/58%	199/78%	285/71%	231/75%	179/72%
Number of persons benefiting from public service activities	1,721	1,063	1,274	1,307	1,378	1,681

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of CDBG/CSBG subgrantees	N/A	N/A	23	20	18	19
Number of CDBG/CSBG assisted activities	N/A	N/A	28	25	21	22
Number of housing events and workshops sponsored	33	42	41	38	38	38

- The FY 2017 number of micro-enterprises assisted with loans and technical support reflects a higher number of clients served by the Enterprise Development Group (EDG). The FY 2018 estimate is based on including the Latino Economic Development Corporation as a new grantee providing small business assistance.
- The number of owner-occupied units improved increases in FY 2017 and FY 2018 due to increased activity in the Home Improvement Loan Program (HIP).
- The number of persons assisted through training and job placement increased in FY 2016 due to the Arlington Employment Center served more clients than originally estimated.
- The number of CDBG/CSBG subgrantees 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 subgrantees and assisted activities vary annually based on the funding proposals received and the total amount of funds available.

DESCRIPTION OF FY 2018 PROGRAM

Includes Community Development Block Grant (CDBG), Community Services Block Grant (CSBG), Affordable Housing Investment Fund (AHIF) Housing Services and County General Funds

Recommendations are based on estimates of federal appropriations, and may change once actual appropriations are adopted in spring/summer 2017.

HOUSING DEVELOPMENT AND REHABILITATION

$106,001 CDBG

- **Multifamily Revolving Loan Fund:** $36,001 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.
- **Volunteer Home Repair Program:** $70,000 CDBG to Rebuilding Together for staff and related costs to manage a single-family home repair program for seniors and persons with disabilities. Volunteers conduct energy audits and repair houses owned and occupied by low and moderate income persons. EXPECTED OUTCOME: 15 properties will be rehabilitated.

HOME OWNERSHIP PROGRAMS

$35,000 CDBG

- **Achieve Your Dream:** $35,000 CDBG for Arlington Home Ownership Made Easier, Inc. (AHOME) to conduct outreach and provide workshops to eligible prospective home buyers that will promote homeownership and prevent foreclosure for low and moderate income and minority households. EXPECTED OUTCOME: One-on-one counseling and educational workshops will result in 30 families becoming first-time Arlington home buyers.

SPECIAL HOUSING PROGRAMS

$349,235 CDBG; $200,000 AHIF Housing Services

- **Arlington Energy Masters:** $20,000 CDBG funds for Arlingtonians for a Clean Environment (ACE) to train volunteers to weatherize apartments occupied by low-income Arlington residents and educate residents about energy efficiency measures. EXPECTED OUTCOME: 30 volunteers will be trained and will achieve improved energy efficiency in 75 Committed Affordable (CAF) units; 50 of those units will receive energy and water conservation improvements; and 25 will receive energy and water conservation supplies and educational information through one-on-one sessions and/or workshops.
- **Arlington Landlord Risk Reduction Fund:** $25,500 AHIF Housing Services funds (second year of a two-year grant, with unspent funds remaining in Fund at the end of the grant period) to Arlington Thrive to administer a risk reduction fund for landlords to reduce screening criteria for homeless households with high leasing barriers. EXPECTED OUTCOME: 44 homeless individuals will obtain permanent housing and three new landlords will be recruited to program.
- **Committed Affordable (CAF) Services Program:** $85,323 CDBG for County staff to monitor property conditions and environmental health of CAF units and other eligible properties to ensure compliance with property maintenance standards, applicable energy efficiency performance standards, applicable accessibility standards, and HUD and EPA Lead Safe Housing requirements. Provide technical assistance and education to property managers, maintenance staff, and households about energy efficiency improvements and other code compliance issues. Conduct all pre-acquisition/pre-renovation assessments at new CAF complexes. EXPECTED OUTCOME: 270 CAF units will be inspected for property conditions; two pre-acquisition/pre-renovation assessments will occur; 15 projects will be examined for

compliance with lead-based paint standards; technical assistance will be provided to ten managers and/or maintenance staff and informational outreach to will be made to 60 CAF households.

- **Daily Fund Program:** $20,000 AHIF Housing Services (first year of a two-year grant) to Arlington Thrive to provide emergency same-day financial assistance to Arlingtonians in crisis for needs such as rental assistance, prescriptions, medical bills, or utility bills. EXPECTED OUTCOME: 1,250 clients will be served through Daily Fund and $375,000 disbursed for emergency needs (from County funds and private donations).
- **Diversion Homeless Services Program:** $20,000 CDBG to Volunteers of America – Chesapeake (VOAC) to provide diversion and emergency shelter services to Arlington County residents who are at risk of or are homeless. EXPECTED OUTCOME: 80 Arlington residents will receive diversion services.
- **Eviction Prevention:** $20,000 CDBG to AHC, Inc. to provide group classes and one-on-one counseling services to keep families at risk of eviction in their homes and on the path to a more stable financial future. EXPECTED OUTCOME: AHC, Inc. will provide a range of eviction prevention services to 70 families at risk of eviction and refer approximately 30 families with long-term problems to partner organizations to help resolve long-term financial issues.
- **Housing Outreach Program:** $128,912 CDBG for County staff to provide housing counseling, education, clean-up events, and technical assistance to residents of the HUD designated areas to improve their homes and neighborhood conditions including $5,500 for two neighborhood cleanups. EXPECTED OUTCOME: Coordinate services to landlords, tenants, and homeowners; maintain the quality of life; improve housing and neighborhood conditions in HUD designated areas; hold 26 workshops; hold two clean-up events; and organize the annual Home Show and Expo for homeowners and the Live-In Arlington Info-Fair for tenants.
- **Increasing Self-Sufficiency through Technology Literacy:** $15,000 AHIF Housing Services (first year of a two-year grant) to Arlington Partnership for Affordable Housing for a suite of technology literacy workshops and classes to enable low-income residents to strengthen their technology skills. EXPECTED OUTCOME: 11 residents will improve basic computer skills, online banking skills, and varied technology skills through attendance at these classes, and eight residents will report using online tools to search and apply for jobs.
- **Intellectual/Developmental Disabilities Improvements:** $50,000 one-time CDBG funding to Volunteers of America Chesapeake to provide needed accessibility improvements to an Arlington group home that serves low-income individuals with intellectual disabilities. The improvements will include providing a new roof, remodeling two bathrooms, and updating the main level bathroom and side entrance, and expanding a hallway to make the building ADA compliant. EXPECTED OUTCOME: Necessary repairs will be made and the group home will be brought up to code to ensure ADA compliance.
- **Mental Health Transitions:** $25,000 CDBG funds to Community Residences, Inc. (CRI) for community living and technology support for low-income residents with serious persistent mental illness transitioning from at-risk or homeless living situations into permanent supportive housing. EXPECTED OUTCOME: 17 low-income residents with serious persistent mental illness living in permanent supportive housing will receive individualized support with eight maintaining housing for at least six months.
- **Money Smarts Program:** $29,500 Housing Services funds (second year of a two-year grant) to Virginia Cooperative Extension (VCE) to serve residents at Arlington Partnership for Affordable Housing (APAH) properties by administering a program to empower economically vulnerable Arlington residents to make sound money management decisions, meet financial obligations, and save for their short and long-term goals. EXPECTED OUTCOME: 36 participants will achieve short-term savings goals; 51 participants will access their credit report; and 54 participants will maintain on-time payments of their monthly financial obligations.

- **The Springs Resident Services:** $20,000 AHIF Housing Services funds (second year of a two-year grant) to Arlington Partnership for Affordable Housing to launch a bilingual, adult-oriented resident services program at the Springs Residences. EXPECTED OUTCOME: 50 households at the Springs Residences will participate in one or more on-site programs and 40 households will increase their assets and/or increase stability.
- **Stabilization Technology Services:** $25,000 AHIF Housing Services funds (second year of a two-year grant) to Community Residences Inc. (CRI) to purchase supportive technological equipment for residents with intellectual disabilities living at Dolly Madison apartments and residents at a soon-to-be-developed location. EXPECTED OUTCOME: nine intellectually disabled adults will increase capacity for independent living.
- **Supportive Housing Project**: $45,000 AHIF Housing Services funds (first year of two-year grant) to Arlington Street People's Assistance Network (ASPAN) to provide 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. The request will fund the project's dedicated onsite personnel. EXPECTED OUTCOME: Eight chronically homeless persons will be placed in permanent supportive housing.
- **Technology for Independence:** $20,000 AHIF Housing Services (first year of a two year grant) to Community Residences, Inc. (CRI) to provide support services including a unique package of technology supports to instill a level of independence for individuals with intellectual disabilities living at The Springs Apartments. EXPECTED OUTCOME: Install and maintain supportive technology and provide support services to six individuals.

ECONOMIC DEVELOPMENT PROGRAMS

$217,130 CDBG; $81,000 CSBG; $73,760 CSBG TANF $222,550 General Fund

- **Bridge to Work:** $20,000 CSBG TANF to Bridges to Independence to provide group training and one-on-one mentorship to help homeless clients find, secure, and retain stable employment, helping them to ultimately become and remain self-sufficient. EXPECTED OUTCOME: Seven clients will complete assessment intake and develop an individual employment plan, and two to five clients will secure employment.
- **Career Navigation**: $35,000 CDBG to Goodwill of Greater Washington to provide job training and skills development through the Career Navigation and Security & Protective Services programs in order for Arlington County residents to attain and retain employment in high potential fields. EXPECTED OUTCOME: 21 Arlington residents will enroll and receive career coaching services; 12 will graduate from the workforce training and development programs; and eight graduates will be placed in permanent employment.
- **Employment and Training Program**: $77,130 CDBG, $56,000 CSBG, and $40,550 CSBG TANF to Arlington Employment Center (AEC) in DHS for employment training and job skills development programs including Individualized Training program, Computer Training, Culinary Skills program, and the Homeless Services program, which is a program to provide persons who are homeless or at-risk of being homeless with work experiences/"internships." EXPECTED OUTCOME: 64 residents will receive training and full-time employment in various fields and 90 residents will be trained in computer skills to attain or improve employment.
- **Job Placement and Employment Program:** $25,000 CSBG and $10,000 CSBG TANF 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 incarceration). EXPECTED OUTCOME: At least 42 Arlington clients will be enrolled pre-release and complete employment-focused courses pre-release; and 14 clients will be provided with employment assistance post-release with eight securing permanent employment.
- **Micro-Enterprise Loan Program:** $45,000 CDBG to Enterprise Development Group (EDG) for local matching funds to provide micro-enterprise development services including technical assistance, business loans, and rental assistance loans. Local match funding is necessary for

EDG to leverage federal Small Business Administration (SBA) Microloan program funds. EXPECTED OUTCOME: 10 loans made to micro-enterprises; $250,000 in microbusiness loans made; three rental assistance loans made; and 33 businesses receive technical assistance.

- **Shirlington Employment and Education Center (SEEC):** $222,550 in General Fund support for SEEC staff and program support for services to day laborers congregating on South Four Mile Run Drive. EXPECTED OUTCOME: 100 workers registered per month; 100 day laborers find jobs each month; five workers find permanent employment per month; and 40 employers seek employees per month.
- **Small Business Development & Microlending:** $40,000 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 to moderate income aspiring entrepreneurs and existing small business owners in Arlington County. EXPECTED OUTCOME: eight loans made to small businesses and three educational workshops held.
- **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: 25 residents will enroll with 21 completing the program, resulting in job placement, higher entry-level employment wages or increased wages, and increased job retention for at least 18 individuals.

NEIGHBORHOOD-SPECIFIC PROGRAMS

$69,000 CDBG

- **Buckingham Youth Brigade**: $20,000 CDBG for BU-GATA to continue a program to encourage civic involvement and develop leadership among youth and their families in the Buckingham Neighborhood Strategy Area (NSA). EXPECTED OUTCOME: 15-20 youths trained to access community services and educational resources, make positive decisions, and develop interpersonal and cultural competencies.
- **Empowering Immigrant Youth**: $20,000 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: 37 youth will participate in the civic engagement and job skills training program with 37 participating in job skills training and creating a resume/cover letter and nine participants completing an internship or job experience program.
- **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-income neighborhoods.
- **Promising Futures – Housing Stability**: $24,000 CDBG to Wesley Housing Development Corporation (WHDC) to fund a housing-based program that provides on-site access to services aimed at promoting self-sufficiency including: eviction prevention/intervention, counseling, job training, referrals, food assistance, and other services to low-income adults at Whitefield Commons and Knightsbridge Apartments in Buckingham. EXPECTED OUTCOME: 10 adults will obtain new or improved jobs; 15 adults will access vocational certificate programs; and 100 adults will obtain referral supports to maintain housing.

COUNTYWIDE SERVICES

$20,000 CDBG; $90,000 CSBG

- **Emerging Leaders:** $20,000 CDBG to Edu Futuro to help empower immigrant youth to achieve academically and enhance their leadership abilities through after-school programming. EXPECTED OUTCOME: 40 immigrant youth served, 21 youth participating in the early high school program will complete the program, staying on track towards applying for college, and three high school seniors will graduate from high school and enroll in college.

- **Immigrant Advocacy Program:** $20,000 CSBG to Legal Aid Justice Center to help low-income immigrant workers and their families build assets and increase self-sufficiency by offering legal assistance and information. EXPECTED OUTCOME: 22 Arlington County residents will receive work permits; 55 will receive information on workers' rights; and 55 will receive bilingual referrals to County and non-profit service providers.
- **Immigration Legal Services:** $20,000 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: 25 low income residents will secure work authorization; 13 immigrant women and their children will receive additional protection from domestic violence due to their improved legal status; and 15 individuals will receive assistance in applying for a green card or citizenship.
- **Dental Clinic:** $20,000 CSBG to Northern Virginia Dental Clinic (NVDC) to fill critical gap in oral health care services for low-income, uninsured and under-served residents in Arlington and Northern Virginia. EXPECTED OUTCOME: 162 Arlington residents will enroll in the program; 810 appointments will be made available; and 16 residents will be provided with emergency dental treatment.
- **Project Discovery:** $30,000 CSBG to AHC, Inc. for Project Discovery, providing academic support, mentoring and college visits for low-income high school students. EXPECTED OUTCOME: 52 youths will successfully complete program and 15 will enroll in post-secondary education.

ADMINISTRATION AND PLANNING

$321,065 CDBG; $4,000 CSBG; $54,189 HOME Admin Funds

- **CD Administration and Planning:** $315,569 CDBG, $4,000 CSBG, and $54,189 HOME Admin Funds for County Housing Division staff to: 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 and multi-cultural communities; c) manage the CDBG, CSBG, and HOME programs in accordance with the Federal requirements and County priorities detailed in the Consolidated Plan, including City of Falls Church Cooperation Agreement; d) implement CD program planning and development; e) provide financial management and oversight for CD programs; and f) monitor program performance and assess program effectiveness in producing desired outcomes. EXPECTED OUTCOME: The program will be administered effectively and efficiently, within Federal and local regulations.
- **County Administration of Falls Church Program:** $5,496 CDBG to Arlington County for oversight of program administration of the CDBG program.

CITY OF FALLS CHURCH FY 2018 CDBG and HOME PROGRAM AND BUDGET

$49,465 CDBG; $92 CDBG Unprogrammed Funds $22,922 HOME

- **CDBG Program Administration**: $5,496 CDBG to City of Falls Church Housing and Human Services Division for program administration including program management, monitoring and assessment, environmental review, and technical assistance to sub-recipients.
- **Emergency Assistance:** $3,008 CDBG and $92 CDBG Unprogrammed Funds to the Community Services Council to provide emergency financial rental and utility assistance to low-income residents.
- **Falls Church Housing Corp.:** $35,817 CDBG to Falls Church Housing Corporation replacement of aging asphalt to make parking lots ADA compliant and more accessible to residents.

- **Mt. Daniels Family Literacy Program:** $5,144 CDBG to the Falls Church Public Schools for homework tutoring for eligible youth and to provide childcare services for adults with children can participate in a literacy program.
- **Transitional Housing Homeless Rental Program:** $22,922 HOME funds to Homestretch to provide rental assistance to transitional low income families.

FY 2018 COMMUNITY DEVELOPMENT PROGRAM

PROGRAMS	FY 2017 CDBG Adopted	FY 2017 CSBG Adopted	FY 2017 Other	FY 2018 CDBG Proposed	FY 2018 CSBG Proposed	FY 2018 Other	SOURCE
LOW/MODERATE INCOME HOUSING							
Single Family Program Delivery			100,000				
Multi-Family Revolving Loan Fund				36,001			
Volunteer Home Repair - Rebuilding Together	70,000			70,000			
Subtotal, Housing Development/Rehab	$70,000	-	$100,000	$106,001	-	-	
Achieve Your Dream - AHOME	35,000			35,000			
Homeownership Revolving Loan Fund - CPHD-HD	85,603						
Single Family Home Ownership Program	100,000						
Subtotal, Home Ownership	$220,603	-	-	35,000	-	-	
Arlington Energy Masters - ACE	18,000			20,000			
Arlington Landlord Risk Reduction Fund - Arl Thrive			25,500			25,500	(2)
Committed Affordable (CAF) Services Program - CPHD- HD	81,811			85,323			
Daily Fund Program -Arlington Thrive						20,000	(2)
Diversion Homeless Services Program - VoAC			50,000	20,000			
Eviction Prevention - AHC				20,000			
Housing Outreach Program - CPHD-HD	125,280			128,912			
Incr. Self Suffic Through Tech Literacy - APAH						15,000	(2)
Intellectual Dev. Disabilities Improvements - VoAC				50,000			
Mental Health Transitions - CRI	25,000			25,000			
Money Smarts - VCE			29,500			29,500	(2)
The Springs Resident Services - APAH			20,000			20,000	(2)
Stabilization Technology Services - CRI			30,000			25,000	(2)
Supportive Housing Project - A-SPAN						45,000	(2)
Technology for Independence - CRI						20,000	(2)
Volunteer Coordinator - A-SPAN	25,000						
Subtotal, Special Housing	$275,091	-	$155,000	$349,235	-	200,000	
TOTAL, LOW/MODERATE INCOME HOUSING	$565,694	-	$255,000	$490,236	-	200,000	
ECONOMIC DEVELOPMENT PROGRAMS							
Bridge to Work - B2I						20,000	(3)
Career Navigation - Goodwill	35,000			35,000			
Employment & Training Programs - DHS	24,000	113,000	46,000	77,130	56,000	40,550	(3)
Job Placement and Employment Program - OAR	25,000				25,000	10,000	(3)
Micro-Enterprise Loan Program - EDG			45,000	45,000			(1)
Service Source- Acquiring Skills	30,000						
Shirlington Employment & Education Center (SEEC)			222,550			222,550	(4)
Small Business Assistance - BDAG	30,124		13,376				
Small Busines Development & Microlending - LEDC				40,000			
Training Futures - NVFS	20,000			20,000			
TOTAL, ECONOMIC DEVELOPMENT PROGRAMS	$164,124	$113,000	$326,926	$217,130	$81,000	$293,100	

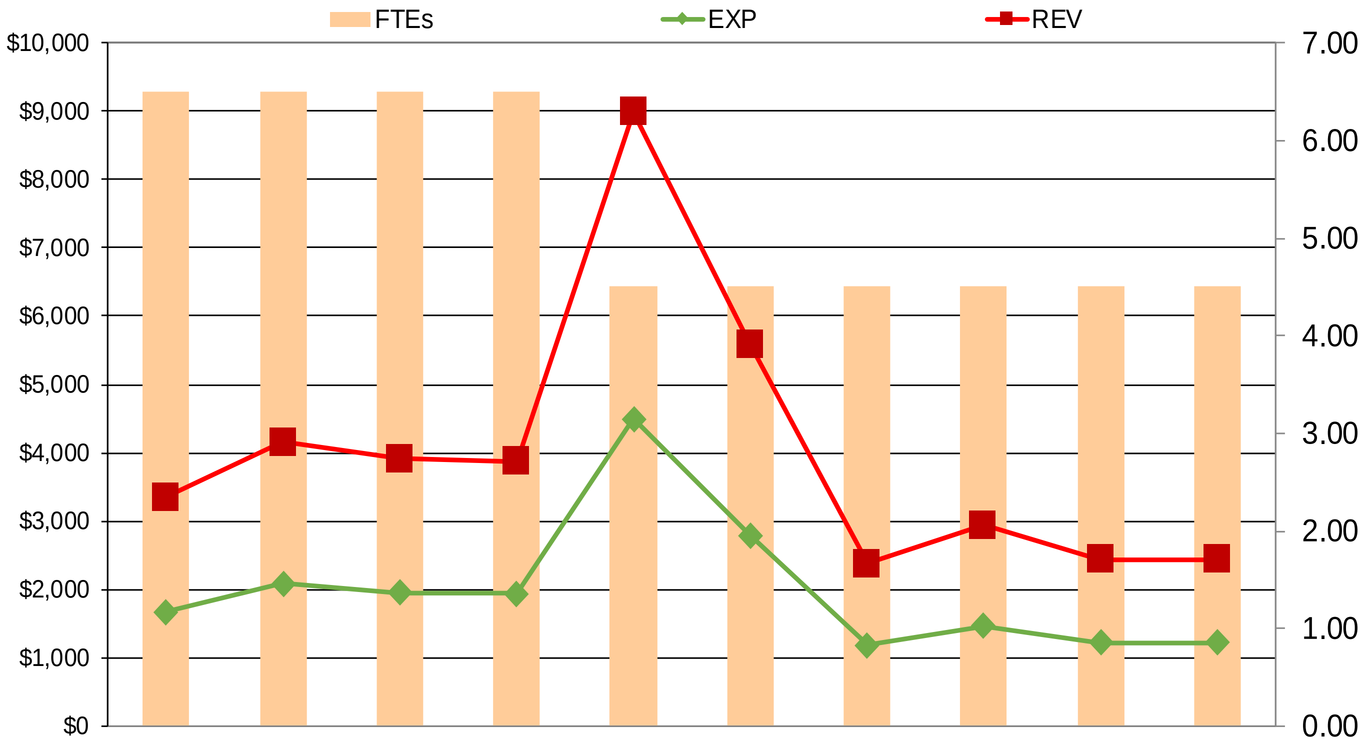
(1) CDBG Unprogrammed Funds
(2) AHIF Housing Services Funds
(3) CSBG TANF Funds
(4) General Funds
(5) HOME Admin funds
(6) Falls Church CDBG Unprogrammed Funds
(7) Falls Church HOME Funds

PROGRAMS	FY 2017 CDBG Adopted	FY 2017 CSBG Adopted	FY 2017 Other	FY 2018 CDBG Proposed	FY 2018 CSBG Proposed	FY 2018 Other	SOURCE
NEIGHBORHOOD SERVICES							
Buckingham Youth Brigade - BU-GATA	19,000			20,000			
Building Communities of Promise - WHDC	24,000						
Empowering Immigrant Youth - Liberty's Promise	20,000			20,000			
Learning Rocks! - Aspire! After School Learning			45,000				
Neighborhood Small Grants - CPHD-HD	5,000			5,000			
Promising Futures/Housing Stability - WHDC				24,000			
TOTAL, NSA SERVICES	$68,000	-	$45,000	$69,000	-	-	
COUNTYWIDE SERVICES							
Emerging Leaders - Edu Futuro				20,000			
Immigrant Advocacy Program - Legal Aid Justice Center		20,000			20,000		
Immigration Legal Services - Just Neighbors		20,000			20,000		
Northern Virginia Dental Clinic		20,000			20,000		
Project Discovery - DHS		30,000			30,000		
TOTAL, COUNTYWIDE SERVICES	-	$ 90,000	-	$ 20,000	$ 90,000	-	
CDBG ADMINISTRATION/PLANNING							
CD Administration and Planning	314,117	4,000	53,023	315,569	4,000	54,189	(5)
County Administration of Falls Church Program	5,496			5,496			
TOTAL, CDBG ADMINISTRATION/PLANNING	$ 319,613	$ 4,000	$ 53,023	$ 321,065	$ 4,000	$ 54,189	
TOTAL, ARLINGTON GRANT	$ 1,117,431	$ 207,000	$ 679,949	$ 1,117,431	$ 175,000	$ 547,289	
FALLS CHURCH							
CASA de Maryland	2,185						
CDBG Administration - City of Falls Church	5,496			5,496			
Emergency Assistance - Community Services Council				3,008		92	(6)
Falls Church Housing Corp.				35,817			
Mt. Daniels Family Literacy Program	5,761			5,144			
Retaining Walls - Falls Church Housing Corp.	36,023						
Transitional Hsg. Homeless Rental Prog. - Homestretch			22,799			22,922	(7)
TOTAL, FALLS CHURCH	$49,465	-	$22,799	$49,465	-	$23,014	
TOTAL, ARLINGTON AND FALLS CHURCH	$1,166,896	$207,000	$702,748	$1,166,896	$175,000	$570,303	

KEY

ACE=Arlingtonians for a Clean Environment
AEC=Arlington Employment Center
AHC=AHC, Inc.
AHOME=Arlington Home Ownership Made Easier, Inc.
APAH=Arlington Partnership for Affordable Housing
A-SPAN=Arlington Street People's Assistance Network
BDAG=Business Development Assistance Group
CRI=Community Residences, Inc.
DHS=Department of Human Services
EDG=Enterprise Development Group
NSA=Neighborhood Strategy Area
OAR=Offender Aid and Restoration of Arlington County, Inc.
NSD=Neighborhood Services Division
NVFS=Northern Virginia Family Services
PRS=Psychiatric Rehabilitation Services
VoAC=Volunteers of America-Chesapeake
VCE=Virginia Cooperative Extension
WHDC=Wesley Housing Development Corp.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actuals	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$1,674	$2,080	$1,956	$1,937	$4,492	$2,794	$1,186	$1,468	$1,220	$1,221
REV	$1,674	$2,080	$1,956	$1,937	$4,492	$2,794	$1,186	$1,468	$1,220	$1,221
FTEs	6.50	6.50	6.50	6.50	4.50	4.50	4.50	4.50	4.50	4.50

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.

Fiscal Year	Description	FTEs
FY 2009	▪ Federal CDBG grant reduced by $55,340.	
FY 2010	▪ Federal grants increased by a net of $21,940, reflecting the addition of HOME revenue ($22,048) and a decrease in CDBG funding ($108).	
FY 2011	▪ Federal CDBG grant increased by $160,990.	
FY 2012	▪ Federal HOME grant increased by $2,347.	
FY 2013	▪ Transfer of a Home Ownership Coordinator to the General Fund with one-time funding ($112,577, 1.0 FTE).	(1.0)
	▪ Transfer of one Planner to the General Fund ($104,633, 1.0 FTE)	(1.0)
	▪ Revenues decreased due to reduced federal funds for the CDBG ($692,730) and HOME administration grant ($3,098).	
FY 2014	▪ Revenues increased due to return of multi-family revolving loan fund income to the County from AHC and these funds being used toward the acquisition of the Shell site. Federal CDBG grant decreased by $71,014. Federal HOME grant increased by $12,999.	
FY 2015	▪ The federal CDBG grant decreased by $64,036.	
	▪ Federal HOME grant revenue and expense budget transferred from DCPHD Housing Division General Fund budget to the CD Fund ($30,647). Overall, the HOME award was increased by $2,620, for a total increase of $33,826 in FY 2015.	
	▪ 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.	

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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.

Milestones

- Stabilize housing, through a monthly rental subsidy, of chronically homeless individuals with serious mental illness.

Family Unification

- 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to Sequoia Plaza rent ($2,401), offset by a decrease in the annual expense for maintenance and replacement of County vehicles ($458).
- ↑ Housing Assistance Payments increases based on the projected 94 percent voucher lease-up rate of 1,588 vouchers ($1,005,860) and increases to the HOPWA ($14,338) and the Shelter Plus Care (Milestones) Programs ($16,732).
- ↑ Revenue increases due to the projected 94 percent voucher lease-up rate of 1,588 vouchers ($1,005,860), administrative revenue ($148,733), and HOPWA ($11,761). These increases are partially offset by a decrease in the Shelter Plus Care (Milestones) Program ($9,916).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,314,624	$1,441,056	$1,496,033	4%
Non-Personnel	201,633	246,516	248,459	1%
Housing Assistance Payments	15,974,720	16,183,271	17,220,201	6%
Total Expenditures	17,490,977	17,870,843	18,964,693	6%
Total Revenues	17,709,750	17,688,349	18,844,787	7%
Change in Fund Balance	$218,773	($182,494)	($119,906)	-34%
Permanent FTEs	17.10	17.10	17.10	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.10	17.10	17.10	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Families	N/A	$1,899/ $890	$1,974/ $1,053	$1,762/ $824	$1,762/ $824	$1,762/ $824
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Persons with Disabilities	N/A	$1,189/ $188	$1,361/ $406	$1,153/ $180	$1,153/ $180	$1,153/ $180
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Participants Age 62+	N/A	$1,173/ $263	$1,439/ $626	$1,283/ $408	$1,283/ $408	$1,283/ $408
Percent of units initially failing inspection and subsequently meeting Housing Quality Standards	29%/ 100%	25%/ 100%	35%/ 100%	34%/ 100%	34%/ 100%	34%/ 100%
Number of families receiving a Housing Choice Voucher	1,383	1,356	1,340	1,396	1,450	1,492
Overall lease up rate	89%	88%	84%	88%	92%	94%

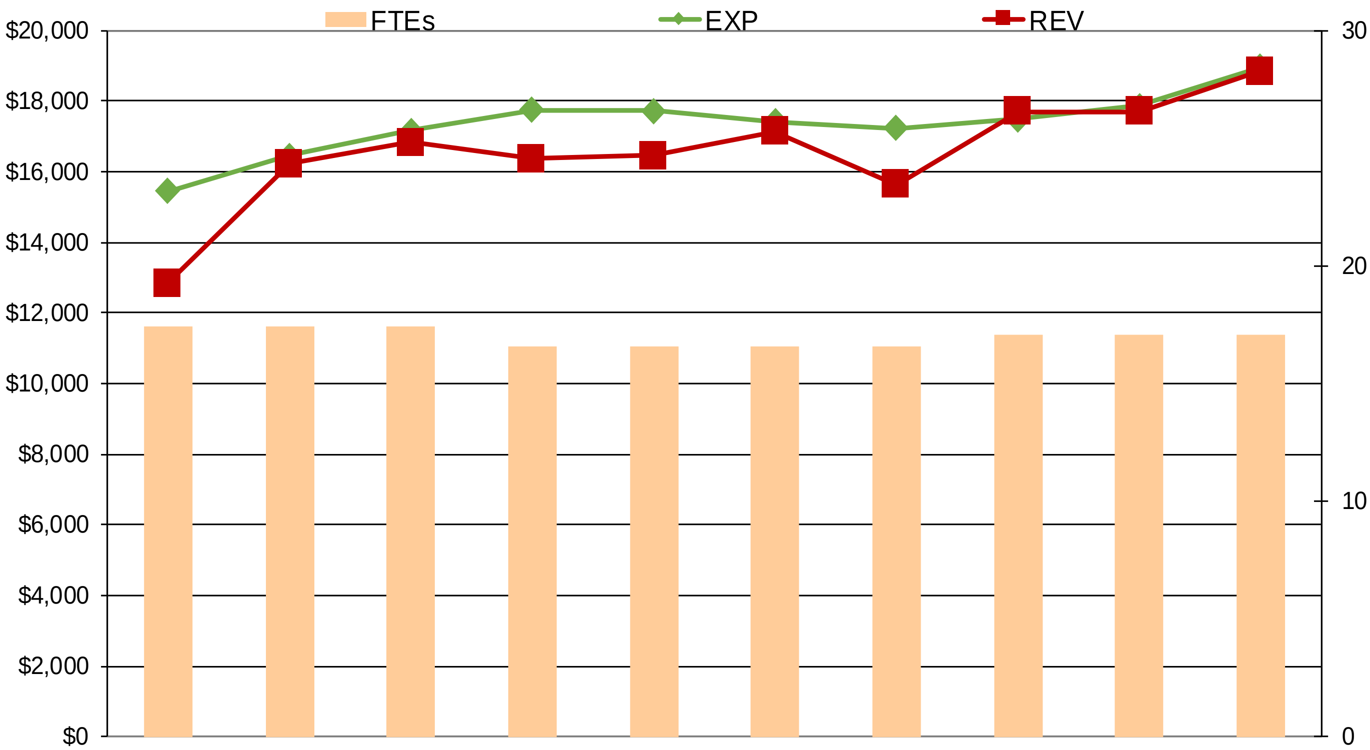
Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number and percent of initial applications processed accurately	162/95%	121/98%	215/97%	392/98%	242/97%	242/ 97%
Number and percent of annual reviews processed accurately	188/94%	107/96%	142/90%	174/99%	141/95%	141/95%
Number and percent of initial applications processed within 60 days	170/100%	124/100%	222/100%	402/100%	249/100%	249/100%
Number and percent of annual reviews completed on time	199/100%	112/100%	158/100%	175/100%	148/100%	148/100%
Number of landlords receiving housing assistance payments for the Housing Choice Voucher program	285	221	230	220	220	225
Percent of landlords receiving timely payments	99%	100%	100%	100%	100%	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. These measures were new for 2014, and no prior year data is available.
- 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 FY 2017 and FY 2018 estimates for number of families receiving a Housing Choice Voucher are based upon 92% and 94% lease-up of 1,588 vouchers for all voucher programs, respectively.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2016 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

SECTION 8 HOUSING ASSISTANCE PROGRAM
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
Beginning Fund Balance July 1	$213,497	$549,177	$432,270	$247,199
REVENUE				
Housing Assistance	15,916,562	15,859,708	15,859,708	16,865,568
Administrative Fees	1,434,479	1,395,407	1,395,407	1,544,140
Interest	9,682	-	-	-
Miscellaneous Revenue (Collections)	19,100	40,900	40,900	40,900
HOPWA	50,303	52,600	50,023	64,361
Shelter Plus Care (Milestones Program)	279,624	339,734	339,734	329,818
Fund Balance Used	(218,773)	182,494	185,071	119,906
TOTAL REVENUE	17,490,977	17,870,843	17,870,843	18,964,693
TOTAL BALANCE & REVENUE	17,923,247	18,420,020	18,118,042	19,091,986
EXPENDITURES				
Rental Assistance Payments	15,680,983	15,859,708	15,859,708	16,865,568
HOPWA	50,303	50,023	50,023	64,361
Shelter Plus Care (Milestones Program)	279,624	339,734	339,734	329,818
Administration & Operations	1,480,067	1,621,378	1,621,378	1,704,946
TOTAL EXPENDITURES	17,490,977	17,870,843	17,870,843	18,964,693
Ending Fund Balance June 30	$432,270	$366,683	$247,199	$127,293

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$15,437	$16,450	$17,153	$17,738	$17,734	$17,413	$17,219	$17,491	$17,871	$18,965
REV	$12,842	$16,221	$16,831	$16,366	$16,448	$17,139	$15,644	$17,710	$17,688	$18,845
FTEs	17.40	17.40	17.40	16.60	16.60	16.60	16.60	17.10	17.10	17.10

Fiscal Year	Description	FTEs
FY 2009	▪ Housing assistance payments increase due to a higher voucher lease-up rate and increased Fair Market Rents ($572,985). This increase is partially offset by a reduction in the Housing Opportunities for Persons with AIDS (HOPWA) program ($30,000). The HOPWA program is decreasing due to fewer clients and a reduction in federal funding.	
FY 2010	▪ Housing Assistance Payments decrease primarily due to cost savings as a result of the transfer of administrative responsibility for the New Construction ($134,497) and Sub-Rehabilitation ($760,923) Projects effective April 1, 2008 to a Performance Based Contract Administrator in accordance with the U.S. Department of Housing and Urban Development (HUD) nation-wide directives. The tenants were unaffected by this change. There is also a $36,000 decrease in the Housing Opportunities for Persons with AIDS Program (HOPWA). The HOPWA program is decreasing due to fewer clients and a reduction in federal funding. These decreases are partially offset by increases in the Housing Choice Voucher Program ($601,698) due to the Fair Market Rate increase of 4 percent and a projection that 97 percent of allowable units from HUD will be leased by program participants, and the HUD approved increased allocation for the Moderate Rehabilitation Project ($15,036). In addition, the Shelter Plus Care (Milestones Program) increases by $24,688 due to additional participants in the program.	
FY 2011	▪ Housing Assistance Payments increase by $377,468 due to lower tenant incomes resulting from current economic conditions, from increases in the Housing Choice Voucher Program due to the Fair Market Rate increase of 3 percent, and the Department of Housing and Urban Development (HUD) approved increase for the Moderate Rehabilitation Project.	
FY 2012	▪ 50 vouchers awarded for participants in the Family Unification Program, which promotes 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.	
	▪ Transfer of 0.8 FTE to the Management and Administration section of the Economic Independence Division.	(0.80)
FY 2013	▪ Housing Assistance Payments increase by $925,356 due to a 100 percent voucher lease-up rate, and also because of the allocations for the Family Unification Program (50 vouchers) and the Moderate Rehabilitation 2 Program (35 vouchers).	
	▪ Revenue decrease due to the Department of Housing and Urban Development instructions to significantly spend down the FY 2012 Fund Balance.	

FY 2014
- Housing Assistance Payments increase by $385,192 due to a 100 percent voucher lease-up rate ($362,988), and also because of the increased allocation for Shelter Plus Care (Milestones Program) ($22,204).
- Revenue increase by $949,671 due to a 100 percent voucher lease-up rate ($908,771) and additional Treasury collections ($40,900).

FY 2015
- Reduced the annual expense for maintenance and replacement of County vehicles ($5,767); increased Sequoia plaza rent ($2,240).
- Housing Assistance Payments decrease due to a 95 percent voucher lease-up rate of 1,469 vouchers ($1,264,026).
- Revenue decreases include administrative revenue ($87,651) and Housing Assistance Payments ($1,264,026). These decreases are 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).* *0.5*
- Removed the Family Unification Program administrative budget ($60,354); increased Sequoia Plaza rent ($2,241).
- Housing Assistance Payments increased based upon 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 increases include Housing Assistance Payments based on 95 percent voucher lease-up rate of 1,469 ($969,110) and the Shelter Plus Care (Milestones Program) ($95,308). Decreases 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.

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 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 decreases include Housing Assistance Payment based on 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 increases due to increased administrative revenue ($29,093) based on the 92 percent voucher lease-up rate.

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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 needs with watershed management and environmental protection objectives and regulatory compliance requirements, including those of the County's Municipal Separate Storm Sewer System (MS4) permit, issued in June 2013.
- Implement critical infrastructure and environmental quality 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.
- Support routine preventive maintenance of the County's stormwater infrastructure assets, as well as emergency repair or replacement actions that may be needed.
- Perform floodplain analyses with updated flow data, topography and hydraulic analyses.

ACCOMPLISHMENTS

Since the adoption of a dedicated funding source for stormwater management in April 2008, steady progress continues on the design and construction of several significant stormwater projects. Examples of work completed or currently underway include the following projects:

Environmental Quality

- Multiple watershed retrofit projects have been constructed, including: Trades Center, Patrick Henry Drive medians, North Albemarle Street, Pentagon City, 8th Street South, 11th Street Park, and Northside leaf mulch facility.
- Construction of several major watershed retrofit and stream restoration projects is scheduled to begin between FY 2017 and FY 2019, including:
  - Four Mile Run Tidal Restoration Project (construction started September 2016)
  - Williamsburg Boulevard median I and II watershed retrofit
  - John Marshall Drive median/North Kensington Street watershed retrofit (construction started September 2016)
  - Ballston Pond retrofit project
  - Windy Run stream restoration project
  - Donaldson Run Tributary B stream restoration project

Stormwater Infrastructure

- Sycamore at 24th Street North (construction started September 2016).
- West Little Pimmit Run (construction started September 2016).
- Lower Long Branch Flood Risk Reduction Project (alternatives being developed).
- 9th Street North between North Liberty Street and North Livingston Street (gas main relocation and bid package completed, construction anticipated in spring 2017).

- Woodmont Swale (between the 2400 block of North Kenmore Street and the 2900 block of 24th Road North; design currently underway, with construction anticipated in FY 2017).
- Donaldson Run Outfall & Channel Repair at 24th Road North (currently under design, construction anticipated FY 2018).
- Stormwater infrastructure maintenance projects:
  - Ten projects to install 2,176 feet of storm sewer in the public right of way or public easements to address local drainage issues were completed in FY 2016.
  - Approximately 1,500 linear feet of storm sewers will be constructed in FY 2017.
  - Eight projects to install 1,830 linear feet of underdrains to address drainage issues associated with groundwater and sump pump water in the public right of way were constructed in FY 2016. Similar levels of storm sewer and underdrain construction are anticipated in FY 2018.
  - An analysis of Lower Long Branch was performed, and a Letter of Map Revision (LOMR) was obtained from the Federal Emergency Management Agency (FEMA). The updated hydraulic analysis in the LOMR reduced the extent of the regulated floodplain, resulting in the removal of approximately 40 homes from the floodplain.
  - A stormwater model of Torreyson Run was completed and capacity issues identified.
  - Ongoing stormwater capacity modeling analyses are continuing for the following basins: Lower Long Branch, Arlington Branch, Gulf Branch, Little Pimmit Run, and Donaldson Run.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Stormwater Management Fund is $10,159,660, a four percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases for inter-departmental charges for overhead ($24,100), operating supplies ($60,331), and operating maintenance costs for DES and DPR stormwater facilities ($265,130), offset by the elimination of one-time costs for the purchase of a new vehicle ($24,100) and adjustments to the annual expense for maintenance and replacement of County vehicles ($8,776).
- ↓ Capital cost decreases due to an increase in the operating budget for personnel and non-personnel expenses ($262,719).
- ↑ Revenue increases due to the increase in the CY 2017 real estate assessment tax base ($258,190) and an increase in sediment and erosion control plan revenue ($100,000).
- Due to the impact of the MS4 permit, the Chesapeake Bay Total Maximum Daily Load (TDML), and capital related requirements, an increase in the stormwater tax rate will likely be required in the next two to four years.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,460,579	$4,530,665	$4,834,889	7%
Non-Personnel	2,163,667	2,870,805	3,187,490	11%
Capital	1,805,826	2,400,000	2,137,281	-11%
Total Expenditures	8,430,072	9,801,470	10,159,660	4%
Total Revenues	9,185,040	$9,801,470	$10,159,660	4%
Change in Fund Balance	$754,968	-	-	-
Permanent FTEs	37.00	42.00	42.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	37.00	42.00	42.00	

CAPITAL PROJECTS SUMMARY

Stormwater Management - FY 2018	
Environmental Quality Projects *	
1. Four Mile Run Tidal Restoration Project	$647,934
2. 11th Street Park watershed retrofit	12,228
3. Patrick Henry Drive/20th St N watershed retrofit	43,918
4. John Marshall Drive/N Kensington St watershed retrofit	139,711
5. Northside Leaf Storage watershed retrofit	22,350
6. Williamsburg Blvd median I watershed retrofit	149,184
7. Williamsburg Blvd median II watershed retrofit	53,316
Environmental Quality Projects subtotal =	$1,068,641
Infrastructure Projects	
1. Lower Long Branch flood risk reduction project	281,220
2. Sycamore at 24th Street North	496,906
3. Maintenance Capital: Storm Sewer rehabilitation/replacement	290,514
Infrastructure Projects subtotal =	$1,068,640
TOTAL =	$2,137,281
Revenue	
Sanitary District Tax**	2,137,281
Total Estimated Revenue	$2,137,281
Net with Revenues	-

* The Virginia Department of Environmental Quality issued the County's current MS4 permit in June 2013. This permit is significantly more stringent than the previous permit and includes quantitative pollution reduction requirements for the Chesapeake Bay Total Maximum Daily Load (TMDL) — a pollution budget for the Bay. The 'Environmental Quality' projects in the Capital Improvement Program (CIP) are key components of the County's strategy to comply with the pollution reduction requirements for the Chesapeake Bay TMDL.
** The current Sanitary District Tax of $0.013 per $100 of assessed real property value is not proposed to increase. For CY 2018, it is estimated to generate a total of $9,609,660 in revenue, of which $2,137,281 represents the portion of the annual revenue directed towards capital projects in the budget.

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cumulative number of acres treated by public retrofit projects	9.0	12.2	13.1	13.1	16.1	24.1
Number of illicit discharge investigations completed	76	94	104	115	105	105
Number of new water quality facilities constructed to meet stormwater ordinance requirements	202	435	424	607	500	500
Number of public outreach events/ estimated number of participants	31/ 3,425	17/ 4,061	46/ 4,512	46/ 4,693	40/ 4,000	40/ 4,000
Number of private water quality facilities inspected	230	344	661	1,077	1,500	2,000
Linear feet of large diameter storm sewers constructed	430	0	0	0	2,026	0
Major storm sewer network capital repair projects	0	0	0	1	1	1

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Catch basins cleaned	796	2,885	2,938	1,200	500	500
Linear feet of storm sewers inspected	116,770	7,910	99,411	57,057	130,500	130,500
Lane miles swept/tons collected	8,536/ 1,887	9,662/ 2,646	11,210/ 2,347	11,404/ 1,891	9,000/ 1,500	9,000/ 1,500
Number of stormwater training events/employees participating	33/ 780	15/ 984	20/ 788	18/ 1,273	20/ 800	20/ 800
Number of StormwaterWise retrofit projects on private property*	43	44	0	39	40	40
Linear feet of small storm sewer installed to address local drainage issues	N/A	N/A	640	2,176	1,500	1,500
Linear feet of corrugated metal pipe replaced with reinforced concrete pipe	N/A	N/A	1,900	0	1,500	1,500
Letters of Map Revision submitted to FEMA	N/A	N/A	2	1	2	2

**Note that StormwaterWise program year runs from January 1 to June 30 of the following year.*

- With projects and programs implemented to date, Arlington County has already met the 5% Bay TMDL pollution reduction requirement for this permit cycle. The pollutant reductions achieved so far are: nitrogen—6.1%; phosphorus—17.6%; and sediment—14.1%. It is important to exceed the 5% requirement during this permit cycle to stay on pace to meet the full requirement in three permit cycles—rather than following the progressively steep implementation curve (5%, 35%, 60%). It should also be noted that EPA will be evaluating overall Bay restoration progress in 2017, and it is anticipated that there may be changes to the pollutant reduction requirements for local governments across Virginia and the Bay watershed. More reductions may be required.
- The number of reported illicit discharge incidents increased beginning in FY 2014. With greater community awareness and more stringent inspection requirements under Arlington's MS4 permit, it is expected that this workload will continue to remain high but return to normal levels in FY 2017 and FY 2018.
- New stormwater management regulations for development (required by State Law) that took effect in FY 2015, along with the increased inspection requirements in the County's new MS4 permit, have resulted in a substantial increase in the number of stormwater management facilities and associated inspection requirements.
- The spike in linear feet of small storm sewer installed to address local drainage issues in FY 2016 include improvements to 6th Street South and Monroe Street and a myriad of other local drainage issues that were identified and resolved.
- 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. These figures also reflect the relative priority of inspection versus cleaning activities, as this impacts the workload and availability of the crews.
- The linear feet of storm sewers inspected was very low in FY 2014 because the first few months of FY 2014 were dedicated to catch basin inspections and cleaning. More time was dedicated toward storm sewer inspection in FY 2015.
- The spike in linear feet of large diameter storm sewers constructed in FY 2017 are due to the storm sewer upgrades at West Little Pimmit Run and North Rockingham Street.
- The StormwaterWise program was temporarily suspended in FY 2015 in response to a ruling by the IRS that such incentive payments to homeowners are now considered taxable income. This required a redesign of the program to ensure appropriate administrative mechanisms were in place to issue the required tax forms to homeowners through the County’s non-profit partner for this program, Arlingtonians for a Clean Environment. The program resumed in FY 2016.

STORMWATER MANAGEMENT FUND
FUND STATEMENT

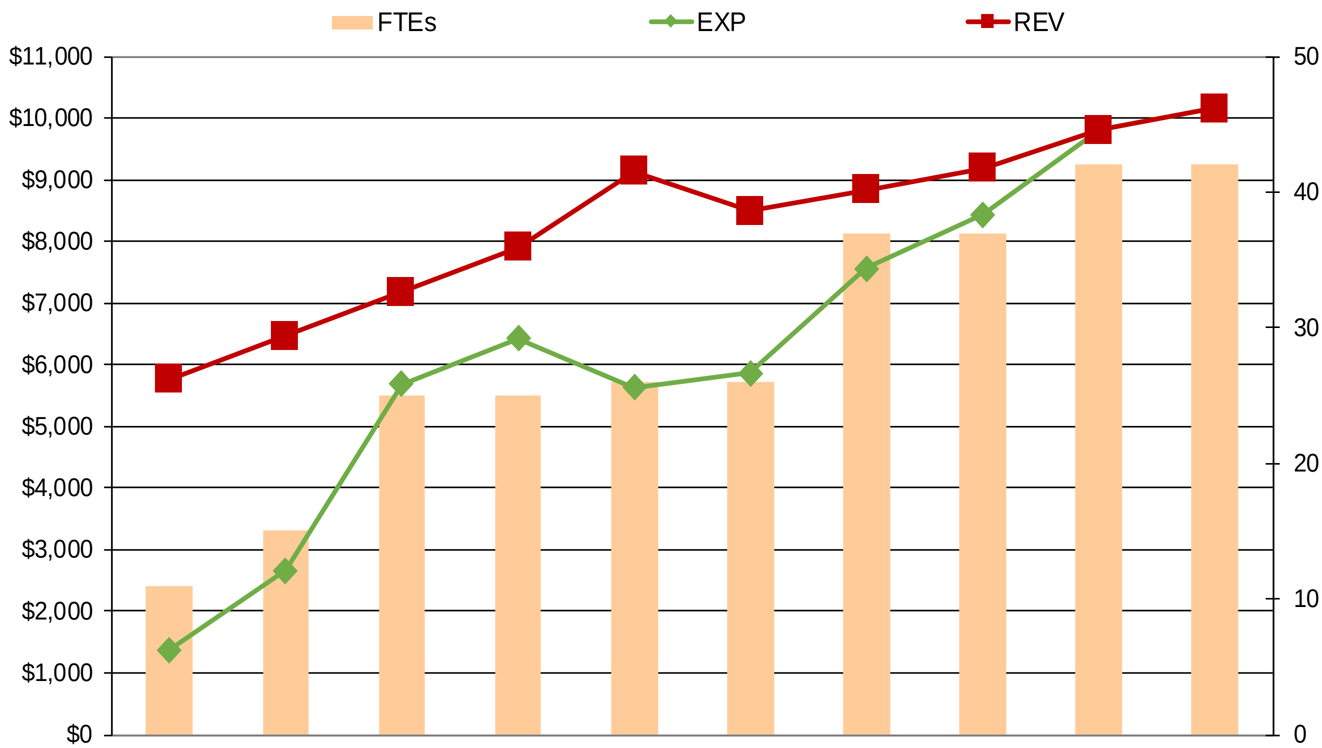
	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Reserve	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Capital Reserve	19,849,762	18,817,018	20,604,730	15,044,966
TOTAL BALANCE	21,349,762	20,317,018	22,104,730	16,544,966
REVENUE				
Sanitary District Tax ($0.013 real estate tax)	9,013,936	9,351,470	9,368,260	9,609,660
Grants	31,295	-	-	-
Fines & Fees	139,809	450,000	450,000	550,000
TOTAL REVENUE	9,185,040	9,801,470	9,818,260	10,159,660
TOTAL REVENUE & BALANCE	30,534,802	30,118,488	31,922,990	26,704,626
EXPENSES				
Operating and Maintenance	6,624,246	7,377,370	6,353,924	8,022,379
Capital Projects	1,805,826	2,400,000	9,000,000	2,137,281
Transfer to Other Funds	-	24,100	24,100	-
TOTAL EXPENSES	8,430,072	9,801,470	15,378,024	10,159,660
BALANCE, JUNE 30	22,104,730	20,317,018	16,544,966	16,544,966
Reserve	1,500,000	1,500,000	1,500,000	1,500,000
Capital Reserve	20,604,730	18,817,018	15,044,966	15,044,966
TOTAL BALANCE	$22,104,730	$20,317,018	$16,544,966	$16,544,966

Notes:

(1) The FY 2017 re-estimate is the current projection of expenses and revenues.

(2) The change in Fund Balance from FY 2016 to FY 2017 re-estimate is due to anticipated expenditures and/or encumbrances of funds for ongoing capital projects.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$1,378	$2,661	$5,685	$6,427	$5,627	$5,868	$7,557	$8,430	$9,801	$10,160
REV	$5,764	$6,458	$7,173	$7,896	$9,136	$8,492	$8,833	$9,185	$9,801	$10,160
FTEs	11.00	15.00	25.00	25.00	26.00	26.00	37.00	37.00	42.00	42.00

- 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.

Fiscal Year	Description	FTEs
FY 2009	▪ Stormwater Fund was established for the FY 2009 budget by increasing the real estate tax by $0.01 in CY 2008, generating $5,764,396 in FY 2009. Since the ad valorem tax applied to the June 2008 real estate payment, an additional $2,881,938 in revenue was generated in FY 2008 for the Stormwater Management Fund. Any unspent balances in FY 2008 were carried over to FY 2009 in the form of fund balance.	
	▪ Seven new positions were added to the Stormwater Fund in FY 2009, in addition to the 4.0 FTE added in FY 2008 as part of a supplemental appropriation.	7.0
	▪ Non-personnel expenditures increased to reflect increased operating expenses to support the seven new FTEs ($1,253,606), and proposed capital expenses ($3,674,000) increased in accordance with the County Board approved Stormwater Management Plan.	
FY 2010	▪ Personnel budget includes the addition of 3.0 FTEs – a Planner, a Program Coordinator and a Construction Management Specialist. In addition, a Planner position (1.0 FTE) was transferred from the General Fund to the Stormwater Management Fund.	4.0
	▪ Non-personnel operating decreases ($414,883) due to the elimination of one-time costs that were included in the FY 2009 budget.	
FY 2011	▪ The County Board adopted a $0.003 tax increase ($1,643,114) to the Stormwater Fund to cover the transfer of Stormwater costs in the General Fund to the Stormwater Fund. The increase in expenditures covers the General Fund related personnel and operating costs (10.0 FTEs, $1,346,963) with the balance of expenditures being allocated to Stormwater Capital expenses and reserves ($296,151).	10.0
FY 2012	▪ Non-personnel expenses increase to cover maintenance of stormwater quality retrofits ($203,886).	
	▪ Funding for capital projects increases ($335,837) in FY 2012 as a result of a projected increase in revenue due to higher real estate assessments.	
	▪ Revenue increases due to higher real estate assessments ($541,764).	
FY 2013	▪ Added an Environmental Planner to address the increased stormwater site plan reviews and workload related to the County's MS4 stormwater permit (1.0 FTE; $107,537).	1.0
	▪ Non-personnel expenses increase to cover maintenance for stream restoration projects ($20,000), creation of a stream and storm sewer monitoring network ($100,000), and an increase in the operating contingent ($107,615).	
	▪ Funding for capital projects increases ($45,556) as a result of a projected increase in revenue due to higher real estate assessments.	
	▪ Revenue increases due to higher real estate assessments ($456,488).	

Fiscal Year	Description	FTEs
FY 2014	▪ Non-personnel expenses increase based on higher contract costs anticipated with the new MS4 permit ($89,726), an adjustment to the annual expense for the maintenance and replacement of County vehicles ($6,019), funding the County's share of the Northern Virginia Regional Commission's work on Four Mile Run ($60,156) which was previously funded by the General Fund, higher administrative overhead contributions to the General Fund based on prior years' actual ($100,000), and other changes itemized below. This is partially offset by a reduction in operating contingency ($130,824). ▪ Funding for capital projects decrease ($461,035) in FY 2014 as a result of higher operating expenses and transfer of projects previously supported in the General Fund. ▪ Revenues increase ($2,000) due to a slight increase in the projected real estate assessments. ▪ Increase Inter-Department Charges for the reimbursement to the General Fund for a portion of the street sweeping program costs ($240,000). ▪ Transfer of the contribution to Arlingtonians for a Clean Environment (ACE) from the General Fund ($69,705).	
FY 2015	▪ Added personnel for stormwater management regulations. The 11 positions are a critical foundational step for stormwater program delivery and compliance. ▪ Non-personnel increases 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 is partially offset by an adjustment to the annual expense for maintenance and replacement of County vehicles ($64,059). ▪ Funding for capital projects decrease ($1,022,970) in FY 2015 as a result of adding 11.0 FTEs and other personnel expense increases. ▪ Revenues increase due to a projected increase in real estate assessment values ($569,200).	11.0
FY 2016	▪ Non-personnel increases 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 increase 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) are a critical foundational step for stormwater program delivery and compliance. ▪ Non-personnel increases due to the transfer of the responsibility of new tree planting from DRP to the Stormwater Management Fund ($205,000). ▪ Revenues increase due to a projected increase in real estate assessment values ($329,520) and fees from sediment/erosion control plan review ($200,000).	5.0

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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 support 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, and Shirlington. These commercial mixed use districts make up over half of the County's tax base, and include most of the County's office, hotel, retail, and multi-family housing stock.
- Provides a predictable 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 2013 Virginia General Assembly enacted legislation (House Bill 2313) which raises new transportation revenues for Northern Virginia through a series of state imposed regional taxes and fees. Of these revenues, 70 percent ("Regional Funds") will be retained by the NVTA to fund regional transportation projects. The remaining 30 percent ("Local Share") will be returned on a pro rata basis to the member localities, based on the amount of revenue generated by the taxes and fees within the locality, to be used for locally selected transportation projects.

  As part of the HB 2313 legislation, localities must enact a Commercial and Industrial Property ("C&I") tax at $0.125 per $100 valuation or dedicate an equivalent amount for transportation. *Localities that do not fully implement this tax or an equivalent amount will have revenues reduced by a corresponding amount, the proceeds of which would be redistributed regionally*. The Arlington County Board adopted the required $0.125 per $100 valuation C&I tax, known as the Transportation Capital Fund (TCF) in 2008, and therefore, meets this requirement.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed budget for the Transportation Capital Fund (TCF) is $38,323,698, based on projected current year revenues. This is a five percent increase from the FY 2017 adopted budget. The complete spend down plan reflects utilization of current year revenues as well as fund balance as capital projects are rarely completed in a single year and require carryover of funds to be fully executed. The complete FY 2018 execution plan compared to the revised FY 2017 plan is shown in the fund statement. The FY 2018 budget reflects:

- ↑ Revenues increase based on commercial real estate projections ($1,640,387), and Northern Virginia Transportation Authority (NVTA) revenue projections ($85,559).
- ↑ Increase of 4.0 FTEs including a Neighborhood Complete Streets Traffic Engineer position ($133,000, 1.0 FTE) in the Traffic Engineering & Operations Bureau, a Design Engineer position ($133,000, 1.0 FTE) in the Engineering Bureau to start mid-year FY 2018 to support the Neighborhood Complete Streets program, a Management & Budget Specialist position ($113,050, 1.0 FTE) 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.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Capital Projects	$30,956,392	$35,935,752	$37,650,698	5%
Interest on Debt	672,449	662,000	673,000	2%
Total Expenditures	31,628,841	36,597,752	38,323,698	5%
Total Revenues	47,353,028	36,597,752	38,323,698	5%
Change in Fund Balance	$15,724,187	-	-	-
Total Authorized FTEs	15.0	18.0	22.0	-

There are a total of 28.5 FTEs to support the transportation capital program. 22.0 FTEs are funded by the Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund (TIF). The FY 2018 budget includes the addition of a traffic engineer (1.0 FTE) and a design engineer (1.0) for the Neighborhood Complete Streets program, a management & budget specialist position (1.0 FTE) to support the overall transportation capital program, and the transfer of a real estate position (1.0 FTE) from the Crystal City TIF.

- This table reflects the FY 2018 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2018 expenditures. See the Fund Statement for the execution plan.

FY 2018 MAJOR PROJECTS

Complete Streets

- Rosslyn-Ballston Corridor Improvements: Multimodal street improvements throughout Rosslyn 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:
  - Lynn Street Esplanade and Rosslyn Circle Improvements, including Custis Trail Improvements (design completion in FY 2017, utility undergrounding underway, general construction to start in FY 2018)
  - Clarendon Circle Improvements (design completion in FY 2017, utility and construction to start in FY 2018)
  - Washington Boulevard Improvements – Wilson to Kirkwood (design completion in FY 2017, utility and construction to start in FY 2018)
- Crystal City Street Improvements: Multimodal street improvements throughout Crystal City that will improve connectivity, access, and enhance private redevelopment opportunities. There are 17 projects in the current CIP, ranging from preliminary planning, engineering, and construction of the street network. The timing of some projects is dependent on private development projects.
- Columbia Pike Corridor Street Improvements: Multimodal improvements along the entire corridor that will increase pedestrian safety and access, provide improved bicycle facilities and improve traffic flow (continue preparing engineering drawings for four segments of Columbia Pike and begin construction on the segment between Four Mile Run and the County line). Construction will be ongoing in phases through 2020. The following projects will be in construction during FY 2018:

  - Columbia Pike from Four Mile Run to S. Jefferson Street
  - Columbia Pike from S. Oakland Street to S. Wakefield Street

- Improvements Outside Major Corridors:
  - Lee Highway at Glebe Road Intersection Improvements – Undergrounding of overhead utilities around the vicinity of the intersection, sidewalk improvements, installation of left turn lanes along Glebe Road, upgraded traffic signals, street lighting, and improved bus stops to follow.
  - Five Points Intersection Improvements (Lee Highway/Old Dominion Dr. at N. Quincy St. and Military Rd.) – Multi-modal safety improvements that include: sidewalk improvements, three new bike lane segments, upgraded traffic signal, improved street lighting, crosswalks, and bus stops.
  - Pershing Drive Complete Streets project – Multimodal enhancements to improve pedestrian safety and access including curb extensions and high visibility crosswalks at several intersections, enhanced bicycle facilities and consolidation and upgrading of bus stops to improve bus/transit efficiency throughout the corridor between N. Barton and N. Piedmont Streets.
  - Walter Reed Dr. – 6^{th} St. S. to Columbia Pike - Pedestrian safety and access improvements that include construction of sidewalks, bike lanes, curb extensions, crosswalks and bus stop improvements.
- Transportation Systems & Traffic Signals: This program includes the upgrade and reconstruction of existing outdated traffic signals, and also allows for the implementation of Transportation Operations and Management systems, and system components. Major Signal upgrade projects for FY 2018 include the following:
  - S Carlin Springs Rd at 3rd Street S
  - S Carlin Springs Rd at 5th Street S
  - S Carlin Springs Rd at 6th Street S
  - Washington Blvd at N Quincy St.
  - Washington Blvd at Kirkwood Dr.
  - Washington Blvd at N Stafford S

- Intelligent Transportation System (ITS): This program will allow the County to expand ITS system capabilities/upgrades with the help of recently installed fiber in the County. 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). Additionally, this program will work towards designing and installing new ITS strategies such as Variable Message Sign (VMS), passive detection, signal priority, and adaptive signal technologies. This program will also provide infrastructure for Transit Signal Priority (TSP) projects along Glebe Rd., Lee Highway, and Columbia/Crystal City/Rosslyn Ballston corridors.
- Strategic Network Analysis and Planning: This program funds the data collection and analysis of multimodal traffic count services throughout the County needed for traffic engineering and operation projects. The typical projects include all-way stop analysis, signal warrant analysis, and safety studies. The services are to include multimodal counts at (signalized and unsignalized) intersections, crossings, and trails that will capture volumes for all travel modes, speed, and classification. The program will also allow for miscellaneous services that cater to specific project tasks such as gap studies, saturation flow measurements, and speed radar studies.

Transit

- ART Fleet Expansion includes the purchase of 10 new 40-foot Clean Natural Gas (CNG) buses in FY 2018 to expand ART bus service.
- Ballston Multimodal Improvements include needed improvements to the Ballston-MU Metrorail station area to expand pedestrian circulation and relieve crowded conditions. (Begin construction in late spring 2017 with completion in FY 2019).
- Columbia Pike Transit Stations will provide improved shelter and increased seating, real time bus arrival information, enhanced lighting, and other safety features. Twenty-three new Transit Stations will be constructed to support the current extensive bus service and planned premium bus service on the Columbia Pike Corridor. (Start construction of six stations in FY 2018; design and construct remaining 17 stations from FY 2018 through FY 2020 in coordination with the Columbia Pike multimodal street improvements project. Completion of all 23 Transit Stations is expected by the spring of 2020.).

TRANSPORTATION CAPITAL FUND
FUND STATEMENT

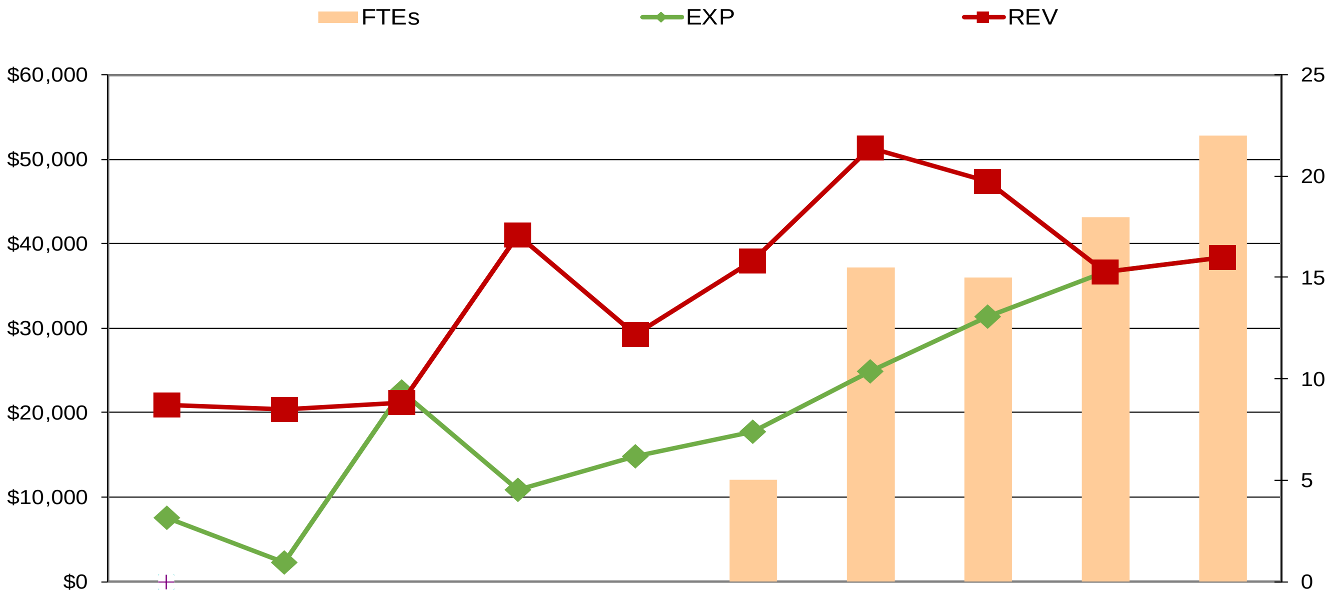
	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$128,292,072	$128,292,072	$144,016,259	$137,921,265
Reserve	3,700,000	3,700,000	3,700,000	3,800,000
TOTAL BALANCE	131,992,072	131,992,072	147,716,259	141,721,265
REVENUES				
Commercial Real Estate Revenues	24,423,284	24,783,311	25,763,565	26,423,698
Developer Contributions	777,356	-	-	-
Capital Bikeshare - User Revenue	843,403	-	-	-
Misc. Revenues	2,159	-	-	-
FTA Revenues	1,292,412	-	-	-
NVTC Revenues [1]	7,238,834	-	-	-
NVTA Revenues - Regional	978,701	-	-	-
NVTA Revenues - Local	11,796,879	11,814,441	11,814,441	11,900,000
TOTAL REVENUES	47,353,028	36,597,752	37,578,006	38,323,698
TOTAL REVENUE & BALANCE	179,345,100	168,589,824	185,294,265	180,044,963
EXPENSES				
Current Year Capital Projects	30,956,392	35,935,752	37,578,006	37,650,698
Carryover Capital Projects		35,674,249	5,994,994	26,699,302
Interest on Debt	672,449	662,000	673,000	673,000
TOTAL EXPENSES	31,628,841	72,272,000	43,573,000	65,023,000
BALANCE, JUNE 30				
Construction Reserve	144,016,259	92,617,824	137,921,265	111,121,963
Reserve [2]	3,700,000	3,700,000	3,800,000	3,900,000
TOTAL BALANCE	$147,716,259	$96,317,824	$141,721,265	$115,021,963

Most capital projects span multiple years, from design to construction completion. The FY 2016 Actual and FY 2017 Re-Estimate columns reflect that funding for capital projects is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds. The FY 2018 adopted budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are estimates based on preliminary plans and design and construction schedules.

Notes:

1. The FY 2016 NVTC revenues represent state aid reimbursement transfers received from the Northern Virginia Transportation Commission. Reimbursements of State transit aid are drawn down annually from NVTC and credited to the original funding source of the capital expenditure.
2. 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.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$7,509	$2,244	$22,468	$10,818	$14,883	$17,742	$24,894	$31,329	$36,598	$38,324
REV	$20,936	$20,370	$21,169	$41,007	$29,278	$38,012	$51,360	$47,353	$36,598	$38,324
FTEs	0.00	0.00	0.00	0.00	0.00	5.00	15.50	15.00	18.00	22.00

There are a total of 28.5 FTEs to support major street and transit program elements. 22.0 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund.

Fiscal Year	Description	FTEs
FY 2009	▪ The Transportation Investment Fund (subsequently renamed the Transportation Capital Fund) was established by the County Board in CY 2008 by adopting a commercial real estate tax rate of $0.125 per $100 of assessed value of real property. This tax rate applies to all properties used for or zoned to permit commercial and industrial uses and excludes residential uses including apartments. Any unspent balances in FY 2008 were carried over to FY 2009 in the form of fund balance. ▪ The County Board added 6.0 FTEs and administrative expenses for Transportation Investment Fund services to the Department of Environmental Services and the Department of Real Estate Assessments (Department of Management and Finance) in the General Fund ($513,684). The costs for these positions are paid for by the Transportation Investment Fund through a transfer to the General Fund	
FY 2010	▪ In FY 2009, the Department of Environmental Services and Department of Management and Finance were authorized 6.0 FTEs to perform administrative services for the Transportation Investment Fund. These FTEs, budgeted in the respective departments, were paid for through a transfer to the General Fund from the Transportation Investment Fund. Due to changes made by the 2009 State General Assembly, only 4.0 FTEs will be paid for through the Transportation Investment Fund and these positions will be charged directly to projects in the fund and will not be shown as a transfer to the General Fund. ▪ Revenue increases reflect an increase in the assessment base of commercial properties for the CY 2009 assessment. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $21,038,453 in FY 2010. ▪ Beginning July 1, 2009, the Virginia General Assembly capped the Commercial Real Estate Tax at $0.125 per $100 of assessed valuation, down from the previous cap of $0.25. Arlington County set its rate at $0.125 beginning on July 1, 2008, so it is not able to raise the current Commercial Real Estate Tax.	
FY 2011	▪ The adopted FY 2011 revenues and expenditures decreased by 13 percent from the FY 2010 adopted budget and seven percent from the FY 2010 re-estimate, based on projections for the commercial real estate tax. These estimates were revised in January 2011 based on increased commercial tax revenue estimates. The re-estimated number was $19.7 million, compared to $18.4 million that was adopted. This re-estimate was a decrease of three percent compared to FY 2010 actuals rather than the 13 percent decrease originally anticipated. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is re-estimated to generate $19,735,913 in FY 2011.	

Fiscal Year	Description	FTEs
FY 2012	▪ The adopted FY 2012 revenues and expenditures increased by 14.6 percent from the FY 2011 adopted budget and 6.8 percent from the FY 2011 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $21,082,282 in FY 2012.	
FY 2013	▪ The adopted FY 2013 revenues and expenditures increased by 13.8 percent from the FY 2012 adopted budget and 4.4 percent from the FY 2012 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $24,000,000 in FY 2013.	
FY 2014	▪ The adopted FY 2014 revenues and expenditures increased by 0.5 percent from the FY 2013 adopted budget and FY 2013 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $23,862,600 in FY 2014.	
	▪ There are a total of 8.0 authorized FTEs in FY 2014, of which 5.0 FTEs are funded by Transportation Capital Fund (TCF) and 3.0 FTEs are funded by Crystal City Tax Increment Fund (TIF).	5.0
	▪ *As part of the FY 2013 closeout appropriation, 10.0 new FTEs were authorized from Transportation Capital Fund to support major street and transit program elements.*	10.0
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 decrease 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.	(0.5)
	▪ 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) are funded by HB 2313 local funds.	

FY 2017	▪ Revenues and expenditures increase 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 increases due to the addition of two Design Engineer Team Supervisors (2.0 FTE) in the Engineering Bureau and one Principal Planner (1.0 FTE) 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.	3.0

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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 Arlington's largest commercial office, retail, and hotel district and include over 13,000 housing units. This area represents 16 percent of the County's total assessed property value. The commercial building stock in this area is aging with some of it dating back to the 1960s. Additionally, the continued relocation of government offices due to Base Realignment and Closure Commission (BRAC) and changes in federal government leasing trends has affected vacancy levels in the area (the commercial vacancy rate in Crystal City was 20 percent at the end of the third quarter of 2016).

The Crystal City Sector Plan establishes a vision for supporting the revitalization of this important district, which will enable the area to continue to thrive. The Plan envisions 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. Longer term improvements include a second entrance to the Crystal City Metrorail station, enhanced surface transit, and open space including a park and an urban plaza. 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.

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 also 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 is 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. During the establishment of the TIF, the Board approved allocating 33 percent of the incremental revenues to the Crystal City, Potomac Yard, and Pentagon City TIF area. The County Board policy that established the TIF requires the County Manager to revisit the TIF percent each budget cycle and at other key milestones during the infrastructure planning process.

During FY 2018 budget development, the CY 2017 assessment growth together with the latest multi-year revenue forecast projections were compared to growth projections in the FY 2017 – FY 2026 Capital Improvement Plan (CIP). The assessment growth realized in CY 2017 and the near-term projection of revenue growth were greater than the CIP growth forecast; this assessment and revenue growth at a 30 percent TIF increment were also equal to or greater than the CIP forecast.

The FY 2018 Proposed Budget recommends reducing the TIF increment from 33 percent to 30 percent which will still provide the funding stream necessary to deliver the CIP commitments in the TIF area. At the same time, reducing the TIF allocation allows for the reallocation of local tax funding so that they can be used to fund School needs and be applied to other School aged program recommendations in the Proposed Budget (see County Manager Message). The Crystal City, Potomac Yard, and Pentagon City TIF revenues reflect the TIF allocation at 30 percent.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area is $6,304,880, based on current year revenues. This is a 31 percent increase from the FY 2017 adopted budget. The complete spend down plan reflects utilization of current year revenues as well as fund balance as capital projects are rarely completed in a single year and require carryover of funds to be fully executed. The complete FY 2018 execution plan compared to the revised FY 2017 plan is shown in the fund statement. The FY 2018 budget reflects:

- ↑ Revenues increase 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.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Capital Projects	$1,243,068	$3,952,420	$5,644,880	43%
Interest on Debt	-	-	-	-
Capital Projects Contingency	-	860,000	660,000	-23%
Total Expenditures	1,243,068	4,812,420	6,304,880	31%
Total Revenues	4,196,224	4,812,420	6,304,880	31%
Utilization of Fund Balance	($2,953,156)	$0	$0	-
Permanent FTEs	7.50	7.50	6.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.50	7.50	6.50	

There are a total of 28.5 FTEs to support the transportation capital program of which 22.0 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by Crystal City Tax Increment Fund (TIF). Of the total Crystal City TIF FTEs, 3.0 FTEs were approved at FY 2014 adoption, 4.5 FTEs were approved at FY 2013 closeout, and 1.0 FTE was moved to TCF in the FY 2018 Budget.

- 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.
- This table reflects the FY 2018 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2018 expenditures. See the Fund Statement for the execution plan.

FY 2018 MAJOR PROJECTS

A significant portion of the TIF funds will be used for the Crystal City Streets program, which is charged with 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:

- The South Clark Street Demolition Project will remove the redundant elevated portion of South Clark Street in order to bring the roadway back to the street grade. This will allow for new development parcels to be created that will front on Route 1, furthering the goal in the Sector Plan to activate Route 1.

- The 15th Street Extension project will further enhance the Crystal City street grid by connecting South Clark Street to 15th Street South at the existing South Bell Street approach, creating a standard 4-way intersection. This replaces the existing 14th Road South routing for traffic on South Clark Street. The 15th Street Extension project will also shift the alignment of 15th Street South in order to create a space for the new garden park as called for in the Crystal City Sector Plan. This park is not part of the road project and will be executed by the County's Department of Parks and Recreation in coordination with transportation staff in the Department of Environmental Services. An off-road 2-way bike path along Clark Street is also part of this project, connecting Army/Navy Drive to the Crystal City Metro escalator.

- Route 233 Viaduct Trail Access to National Airport will add a pedestrian connection that is not currently available from the Aurora Highlands Neighborhood and the hotels on Route 1 to National Airport. It will improve the sidewalk along the viaduct and replace the pedestrian connection to Crystal Drive once the current vehicle ramp to Crystal Drive is removed.

- Phase 4 of the Crystal Drive 2-way project, from 26th Street South to 27th Street South, will complete the connected street grid to allow better access to businesses and residences, as well as improve the traffic flow.

- Project development work for the extension of the Crystal City Potomac Yard Transitway to Pentagon City is scheduled to begin in spring of CY 2017. Work will involve conceptual planning, environmental assessment, and preliminary engineering. The Transitway will serve local travel demand within the corridor as well as enhance connections to Metrorail and improve connections to Columbia Pike. The project will provide needed transportation capacity to support the anticipated infill residential and office development in Crystal City and Pentagon City, particularly PenPlace, Pentagon Centre, and Metropolitan Park.

- Preliminary engineering for a multi-purpose project on 23rd Street South from Crystal Drive to South Eads Street. The project will include removal of the median between Route 1 and Crystal Drive, shifting of the westbound lanes to the former median location, sidewalk improvements, new on-street bike lanes, intersection and signal improvements at Clark/Route 1/Eads, pedestrian crossing improvements at Route 1, removal of the underground pedestrian tunnel and associated infrastructure, and sidewalk improvements at Eads and 23rd. This complex project will have extensive public outreach and coordination with adjacent properties.

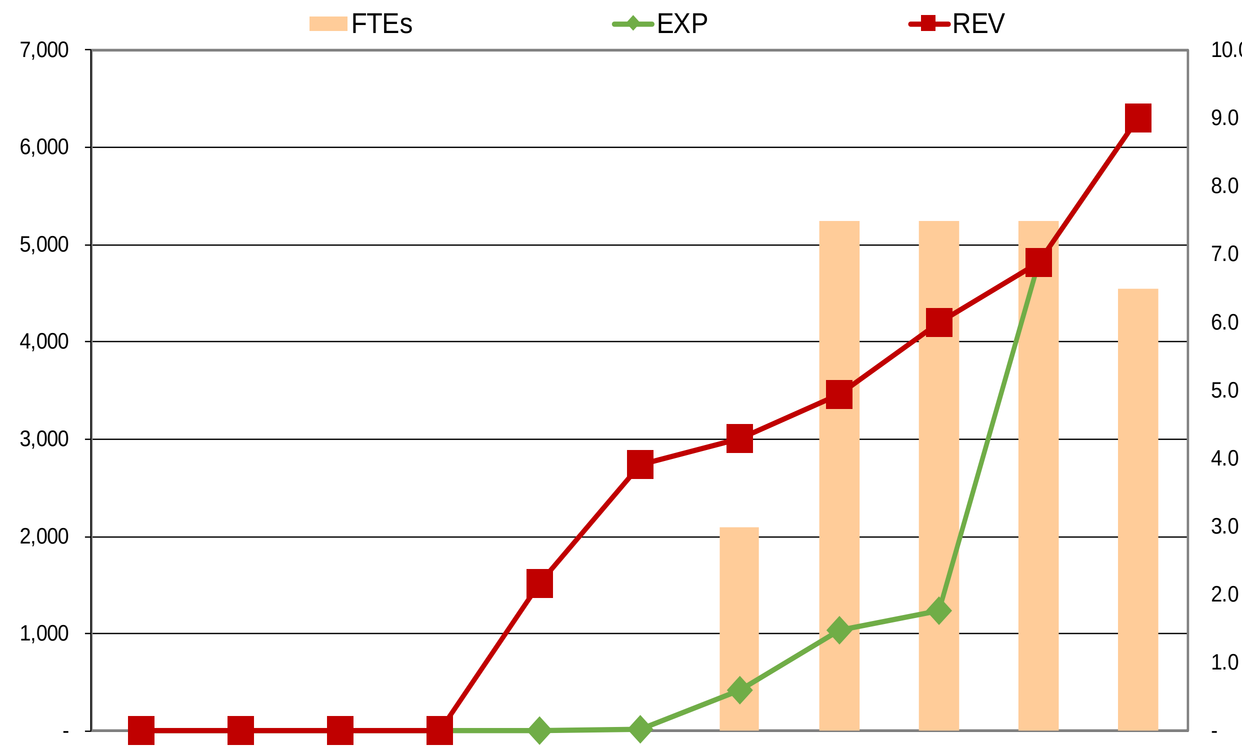
CRYSTAL CITY, POTOMAC YARD, AND PENTAGON CITY TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$9,265,875	$10,823,046	$11,769,031	$13,367,631
Reserve	-	450,000	450,000	570,000
TOTAL BALANCE	9,265,875	11,273,046	12,219,031	13,937,631
REVENUES				
Tax Increment Area	3,980,241	4,812,420	5,348,600	6,304,880
Federal Grant Revenues	215,983			
TOTAL REVENUES	4,196,224	4,812,420	5,348,600	6,304,880
TOTAL REVENUES & BALANCE	13,462,099	16,085,466	17,567,631	20,242,511
EXPENSES				
Capital Projects - Current Year	1,243,068	4,812,420	3,300,000	6,304,880
Capital Projects - Carry-Over	-	3,787,580	-	295,120
Contingency	-	860,000	330,000	660,000
TOTAL EXPENSES	1,243,068	9,460,000	3,630,000	7,260,000
BALANCE, JUNE 30				
Construction Reserve	11,769,031	6,125,466	13,367,631	12,342,511
Reserve [2]	450,000	500,000	570,000	640,000
TOTAL BALANCE	$12,219,031	$6,625,466	$13,937,631	$12,982,511

Notes:

1. Most capital projects span multiple years from design to construction completion. The FY 2016 Actual and FY 2017 Re-Estimate columns reflect that funding for capital projects is carried forward each fiscal year; ending balances fluctuate reflecting the carryover of these funds. The FY 2018 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans, and design and construction schedules.
2. 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.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	-	-	-	-	$12	$418	$1,030	$1,243	$4,812	$6,305
REV	-	-	-	$1,520	$2,735	$3,003	$3,467	$4,196	$4,812	$6,305
FTEs	-	-	-	-	-	3.00	7.50	7.50	7.50	6.50

Fiscal Year	Description	FTEs
FY 2012	▪ The Tax Increment Financing Area (TIF) was established by the County Board in October 2010, with an initial allocation of 33 percent of the incremental real estate tax revenue over the base of $9.8 billion going to the TIF. The adopted General Fund CY 2011 real estate tax rate is $0.945 (excluding the stormwater tax) for each $100 of assessed value, and 33 percent of the estimated tax base of the FY 2012 increment of $292 million, or $455,449 will initiate this fund. The revenue includes only a partial year (the June 2012 tax payment). The adopted budget assumes a three percent growth in the real estate tax base. Subsequent to adoption of the FY 2012 budget, real estate values increased 9.8 percent between CY 2011 and CY 2012, yielding a revised revenue estimate of $1,520,200.	
FY 2013	▪ The budget increases due to: a full year of revenue collection compared to a partial year's revenues in FY 2012; an increase in the real property tax rate from $0.945 to $0.958 per $100 of assessed value (excluding the stormwater tax); and, an assumed increase of three percent over the CY 2012 assessed value of property in the area.	
	▪ The portion of real estate revenue dedicated to the TIF in the area remains at 33 percent in FY 2013.	
FY 2014	▪ Revenue projections in the tax district decreased due to a decline in real estate assessments in CY 2013 compared to CY 2012. The program is able to accommodate decreased funding due to recent adjustments to project timelines. As a result, the impact on project development in the short-term is negligible.	
	▪ There are a total of 8.0 authorized FTEs, of which 3.0 FTEs are funded by the Crystal City Tax Increment Fund and 5.0 FTEs are funded by the Transportation Capital Fund.	3.0
	▪ *There are a total of 23.0 FTEs to support major street and transit program elements of which 15.5 FTEs are funded by the Transportation Capital Fund and 7.5 FTEs are funded by the Crystal City Tax Increment Fund. Of the total Crystal City TIF FTE's, 3.0 FTEs were funded at FY 2014 adoption and 4.5 FTEs were funded at FY 2013 closeout.*	4.5
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.	

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 will be 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 will be used to fund the Transit Oriented Affordable Housing Fund (TOAH Fund). The TOAH Fund is a tool designed to help affordable housing developers utilizing the Low Income Housing Tax Credit program meet certain cost restrictions imposed by the Virginia Housing & Development Authority (VHDA). The TOAH Fund will be used to help pay for certain County fees and infrastructure costs of these projects to the extent necessary to meet the VHDA cost restrictions.

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 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.

The baseline assessment for the TIF area is $2.7 billion. In FY 2018, revenues assume a four percent growth in real estate tax assessments in the TIF area.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed budget for the Columbia Pike Tax Increment Financing Area is $881,550, a seven percent decrease from the FY 2017 adopted budget. When the FY 2017 budget was adopted, additional assessed value was mistakenly included in the Columbia Pike TIF calculation. Based on the actual assessed tax base for FY 2018, the change is a four percent growth off the corrected assessment base.

PROGRAM FINANCIAL SUMMARY

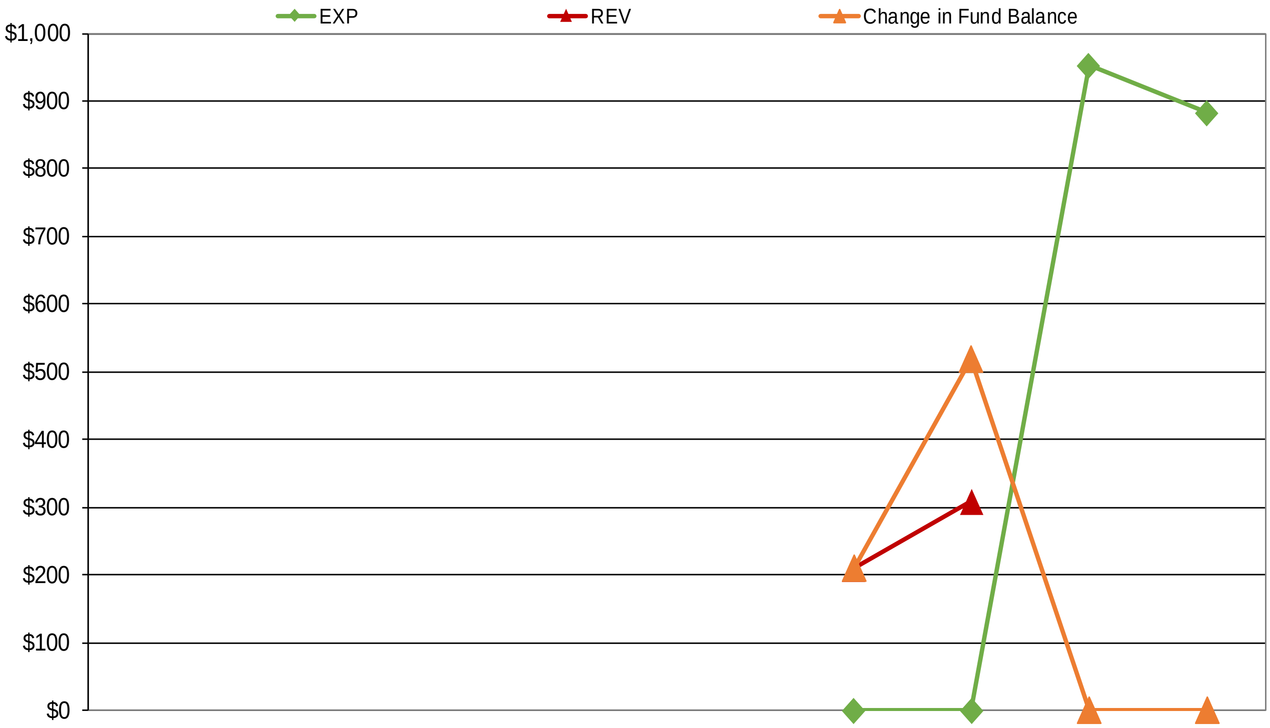
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	-	$952,180	$881,550	-7%
Total Expenditures	-	952,180	881,550	-7%
Total Revenues	$308,369	$952,180	$881,550	-7%
Net Tax Support	-	-	-	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

COLUMBIA PIKE TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Unallocated Fund Balance	209,168	$63,220	$517,537	$365,479
TOTAL BALANCE	209,168	63,220	517,537	365,479
REVENUES				
Tax Increment Area	$308,369	952,180	593,240	881,550
TOTAL REVENUES	308,369	952,180	593,240	881,550
TOTAL BALANCE AND REVENUES	517,537	1,015,400	1,110,777	1,247,029
EXPENSES				
TOAH Fund - Current Year	-	952,180	745,298	881,550
TOTAL EXPENSES	-	$952,180	745,298	881,550
CLOSING BALANCE, JUNE 30	$517,537	63,220	$365,479	$365,479

FY 2017 Re-Estimate column reflects staff's current estimate that $745,298 will be used for the Gillam Place East and West affordable housing development. CPHD Housing staff will review applications submitted as part of the FY 2018 Notice of Funding Availabilty (NOFA) process and will come back to the County Board will potential projects that may be eligible for TOAH funding.

EXPENDITURE AND REVENUE TRENDS



	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP							-	-	$952	$882
REV							$209	$309	$952	$882
Change in Fund Balance							$209	$518	-	-

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 increase due to a full year of tax collections and increases in real estate assessments from CY 2015 to CY 2016.	
FY 2017	▪	Revenue projections in the tax district increase due to increases in real estate assessments from CY 2016 to CY 2017.	

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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 2018 proposed expenditure budget for the Utilities Fund is $89,778,331, a less than one percent increase from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to the addition of a Contract Specialist ($119,466, 1.0 FTE), Trades Worker ($59,743, 1.0 FTE), Engineering Technician ($63,476, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, offset by the charge back to capital for capital work ($78,558).
- ↓ Non-personnel decreases 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 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 decreases 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 expense increases are due to higher overhead charges based on FY 2018 projections ($23,284) and Courthouse Plaza rent ($5,133).
- ↑ Revenues increase due to the proposed 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 flow test fees ($6,500).
- ▪ Fund Balance Utilized reflects drawdown of fund balance, as planned, and consistent with the County's financial policies.

The total water/sewer rate is proposed to increase by $0.35, from $13.27 to $13.62 per thousand gallons (TG). This is a 2.6% increase projected to produce $2.4 million of additional revenue. The proposed water rate increase is $0.32, from $4.21/TG to $4.53/TG. The proposed sewer rate increase is $0.03, from $9.06/TG to $9.09/TG. The average homeowner, using 70 TG annually, would see their bill increase $24, from $929 to $953 per year.

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, found in Tab E.

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.

Interest Earnings: Interest earned on the fund balance accrues to the Utilities Fund monthly.

Water/Sewer Billing: These charges generate approximately 93 percent of the income for the Utilities Fund. This category 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.

Water Service Connection Fee: This fee is paid by new water users for a physical connection to the water system. The fee recovers 100 percent of personnel, materials, and equipment rental costs.

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 fee on any water and sewer charges if, 30 days after the billing date, there is an outstanding balance on the account.

New Account Fee: This $25 fee is charged to new customers when they set up a new utilities account.

Turn-On 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.

Flow Test Fee: This fee is charged when developers request fire flow information necessary to do sprinkler system design.

DFU Credit Inspection Fee: This fee is charged when developers request a credit for existing drainage fixture units (DFUs) at properties that will be demolished. The credit offsets the Infrastructure Availability Fees that a developer will be charged for new construction.

Pretreatment Fee: This fee is assessed on certain businesses that introduce pollutants into the sewer system, or "Significant Industrial Users," to recover all of the costs of the industrial pretreatment program, which ensures compliance with state and federal standards.

Utility Marking Fee: This fee is charged to developers to have utility lines marked before construction begins.

Hazardous Household Material Fee: This fee is charged for the safe disposal of household waste products that contain hazardous materials and require special waste management to minimize environmental impacts (televisions, computer monitors, etc.).

Infrastructure Availability Fee: This fee is charged to developers for the capital costs associated with adding new demand on the water and sewer systems and is based on the number of drainage fixtures units added to the system. Revenues for this fee are accounted for in the Utilities Capital Pay-As-You-Go Fund.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$20,628,335	$23,076,387	$24,406,079	6%
Non-Personnel	29,803,708	30,077,411	29,682,602	-1%
Debt Service	33,035,128	32,450,734	31,808,987	-2%
Other	4,043,848	4,652,246	4,680,663	1%
Subtotal	87,511,019	90,256,778	90,578,331	-
Intra-County Revenue	(775,719)	(800,000)	(800,000)	-
Total Operating Expenditures	86,735,300	89,456,778	89,778,331	-
Revenues	98,710,053	99,783,277	101,839,411	2%
Fund Balance Utilized	-	1,484,001	1,510,560	2%
Total Revenues and Fund Balance	98,710,053	101,267,278	103,349,971	2%
Transfer to Capital	13,525,850	11,810,500	13,571,640	15%
Transfer to Auto Fund	100,624	-	-	-
Total Transfers Out (In)	$13,626,474	$11,810,500	$13,571,640	15%
Permanent FTEs	241.75	241.75	244.75	
Temporary FTEs	2.20	2.20	2.20	
Total Authorized FTEs	243.95	243.95	246.95	

Note: In FY 2017, $1,484,001 from prior year fund balance will be used and in FY 2018, $1,510,560 from prior year fund balance will be used. The fund balance has been drawn down over the past few years and is projected to be slightly above the minimum requirement, per policy, at the end of FY 2018. The County has used the fund balance to offset one-time capital expenditures.

UTILITIES FUND
OPERATING STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
BALANCE JULY 1	$20,992,953	$18,425,263	$19,341,232	$16,662,300
REVENUE				
Interest	135,520	50,000	50,000	50,000
Water/Sewer Billing	92,491,515	93,163,068	93,163,068	95,606,571
Water Service Connection Fee	1,089,498	1,150,000	1,150,000	1,100,000
Water Service Discontinuation	150,600	130,000	130,000	140,000
Meter Installation	42,200	17,000	17,000	25,000
Sewage Treatment Charges	3,781,654	4,236,269	4,236,269	3,925,000
Late Fee	419,865	450,000	450,000	415,000
New Account Fee	111,800	100,000	100,000	100,000
Turn-On Fee	33,773	13,000	13,000	13,000
Flow Test Fee	8,700	14,000	14,000	7,500
Pretreatment Fee	-	5,200	5,200	5,200
Utility Marking Fee	182,093	210,000	210,000	195,000
Hazardous Household Material Fee	7,700	12,500	12,500	10,000
Miscellaneous Revenue	255,135	232,240	232,240	247,140
TOTAL REVENUE	98,710,053	99,783,277	99,783,277	101,839,411
OPERATING EXPENSES				
Utilities Services Office (net of intra-county billing revenue)	572,345	593,729	573,729	645,668
WSS Operations	17,698,058	17,758,446	17,900,000	18,136,317
Water Purchase	6,890,584	8,000,000	8,000,000	8,000,000
Water/Sewer Records	638,815	748,941	725,000	780,123
Water Pollution Control	23,856,522	25,252,682	24,300,000	25,726,573
Debt Service	33,035,128	32,450,734	32,450,734	31,808,987
Other	4,043,848	4,652,246	4,602,246	4,680,663
TOTAL EXPENSES	86,735,300	89,456,778	88,551,709	89,778,331
BALANCE (SUBTOTAL)	32,967,706	28,751,762	30,572,800	28,723,380
TRANSFERS OUT				
Utility Construction (Fund 519)	13,525,850	11,810,500	13,910,500	13,571,640
Auto Fund	100,624	-	-	-
TOTAL TRANSFERS	13,626,474	11,810,500	13,910,500	13,571,640
TOTAL EXPENSE AND TRANSFERS	100,361,774	101,267,278	102,462,209	103,349,971
BALANCE, JUNE 30	19,341,232	16,941,262	16,662,300	15,151,740
Board-adopted Three-month Operating Reserve (excludes debt service)	$13,425,043	$14,251,511	$14,025,244	$14,492,336
Water/Sewer Rate per 1,000 gallons	$13.27	$13.27	$13.27	$13.62

Note: Fund balance declines due to the planned use of fund balance for non-recurring capital expenditures.

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 37,400 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 sewage collection system.
- 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a Contract Specialist ($119,466, 1.0 FTE), a Trades Worker ($59,743, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the charge back to capital for capital work ($78,558).
- ↓ Non-personnel decreases due to the elimination of contractual equipment rental and operation ($200,000), lower operating costs associated with asset management software ($127,989) implemented during FY 2016, offset by one-time equipment for the new FTEs ($31,000), operating expenses associated with the Contract Specialist ($2,576) and the Trades Worker ($26,338), Security Information and Event Management (SIEM) ($7,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($1,108),
- ↓ Revenues decrease due to reduced water service connection revenue ($50,000), partially offset by increases to water service discontinuation fees ($10,000), meter installations ($8,000), Lee Pumping Station lease agreements with Sprint and Omnipoint ($4,180), and miscellaneous revenue ($3,720).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$9,872,340	$11,150,158	$11,787,996	6%
Non-Personnel	14,716,302	14,608,288	14,348,321	-2%
Total Operating Expenditures	24,588,642	25,758,446	26,136,317	1%
Total Revenues	1,530,333	1,529,240	1,505,140	-2%
Net Revenue Support	$23,058,309	$24,229,206	$24,631,177	2%
Permanent FTEs	133.00	133.00	135.00	
Temporary FTEs	0.60	0.60	0.60	
Total Authorized FTEs	133.60	133.60	135.60	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of water main breaks (per 100 miles)	31.4	35.7	55.9	26.0	35.0	35.0
Sanitary discharges to public waterways	19	14	4	6	6	0
Water quality violations	0	0	0	0	0	0

- The number of water main breaks varies year to year based on temperature fluctuations and system conditions. In FY 2015, a higher than average number of main breaks were due to a pressure relief valve (PRV) failure.

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of meter readings that had to be estimated (per 100,000)	292	301	1,295	1,953	500	500
Non-revenue water: percent of purchased water volume	13%	13%	11%	10%	12%	12%
Non-revenue water: volume (million gallons)	1,085.85	1,084.03	901.94	783.93	855.00	855.00
Samples collected	2,050	1,698	1,850	1,753	1,870	2,000
Sanitary sewer backups: public system	23	17	35	70	25	25
Valves inspected	2,256	3,200	3,329	2,121	4,000	4,000

- In FY 2015, estimated meter readings were above average primarily due to the meter reads for one cycle not completed in time for the bill date. In FY 2016, estimated meter readings were above average primarily due to the large snowstorm which meant meter reads could not be completed on time. Estimates were required so bills could be sent on time to customers.

- In FY 2016, valves inspected were lower than prior years as the program transitioned from contractual to in-house personnel, which required time for hiring and training of personnel.

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 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase to the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Revenues decrease due to reduced utility marking fees ($15,000) and flow test fees ($6,500), partially offset by increase to engineering fees ($7,000).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$287,031	$283,041	$314,223	11%
Non-Personnel	351,784	465,900	465,900	-
Total Operating Expenditures	638,815	748,941	780,123	4%
Total Revenues	197,894	224,000	209,500	-6%
Net Revenue Support	$440,921	$524,941	$570,623	9%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of fee refunds	8	13	18	13	6	6
Percent of utility permits approved at first submission	97%	94%	90%	89%	90%	95%

- Fee refunds may happen for a number of reasons, including revised construction/permits, cancellation of permits, or permit counter errors. The number of fee refunds will also vary from year to year based upon volume of permits reviewed.

UTILITIES SERVICES OFFICE

PROGRAM MISSION

To bill Arlington County customers accurately and efficiently for water, sewer, and refuse services.

- Efficiently generate accurate, customer-oriented billings for approximately 37,400 water, sewer, and refuse accounts.
- Respond to customer services inquiries, administer the leak adjustment and cut off programs.
- Ensure that utilities payments are posted to customers' accounts promptly and accurately.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, and the internal reclassification and transfer of a Utilities customer service manager for operational needs ($142,638, 1.0 FTE).
- ↓ Non-personnel decreases due to the elimination of FY 2017 one-time expenses ($134,842).
- ↑ Revenues increase due to projected water and sewer rate increases ($2,443,503), partially offset by a decrease late fees ($35,000). The water and sewer rate is proposed to increase from $13.27 to $13.62 per thousand gallons (TG).
- Water and sewer revenue, late fees, new account fees, turn on fees, and interest are included in Utilities Services Office revenue; however, they support the Utilities Fund overall.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$1,005,751	$935,591	$1,122,372	20%
Non-Personnel	342,313	458,138	323,296	-29%
Subtotal	1,348,064	1,393,729	1,445,668	4%
Intra-County Revenue	(775,719)	(800,000)	(800,000)	-
Total Operating Expenditures	572,345	593,729	645,668	9%
Total Revenues	$93,192,473	$93,776,068	$96,184,571	3%
Permanent FTEs	10.75	10.75	11.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.75	10.75	11.75	

PERFORMANCE MEASURES

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percentage of bills sent according to schedule	100%	100%	91%	100%	100%	100%
Volume of water billed to customers (million gallons)	7,100.55	7,056.95	7,219.99	6,972.44	7,150.00	7,150.00

UTILITIES SERVICES OFFICE

- In FY 2015, there was one billing cycle with a delayed bill mailing of eight days. Customers were notified and late fees for that cycle were waived.
- Volume of water billed to customers varies due to a variety of factors that affect consumption, including weather, household leaks, and irrigation. FY 2016 was a lower usage year due to lower temperatures and higher than average rainfall.

WATER POLLUTION CONTROL BUREAU

PROGRAM MISSION

To protect public health and the environment through the safe and cost-effective treatment and disposal 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.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of an Engineering Technician ($63,476, 1.0 FTE), employee salary increases, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the internal reclassification and transfer of 1.0 FTE to the Utility Services Office based on operational needs ($142,638, 1.0 FTE).
- ↓ Revenues decrease due to a projected decrease in sewage treatment charges from neighboring jurisdictions ($311,269) and appliance fees ($2,500).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change ‘17 to ‘18
Personnel	$9,463,213	$10,707,597	$11,181,488	4%
Non-Personnel	14,393,309	14,545,085	14,545,085	-
Total Operating Expenditures	23,856,522	25,252,682	25,726,573	2%
Total Revenues	3,789,354	4,253,969	3,940,200	-7%
Net Revenue Support	$20,067,168	$20,998,713	$21,786,373	4%
Permanent FTEs	94.00	94.00	94.00	
Temporary FTEs	1.60	1.60	1.60	
Total Authorized FTEs	95.60	95.60	95.60	

PERFORMANCE MEASURES

Water Pollution Control Bureau

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
External bypass events per year	0	0	0	0	0	0
Odor complaints	6	21	24	10	12	12

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Cost per million gallons of actual total average flow	$2,780	$2,594	$2,644	$2,721	$2,754	$2,734
External Bypasses/Volume (MG)	0	0	0	0	0	0
Notices of violations (NOVs)	2	0	0	0	0	0
Preventive maintenance percent completed on time	91%	85%	92%	92%	95%	95%
Total average flow (MGD: million gallons per day)	20.3	23.2	23.0	23.3	24.5	25.0

- The cost per million gallons of actual total average flow is net of the payment that the County makes to Fairfax County for the transmission to and processing of a portion of Arlington's wastewater at the District of Columbia Water and Sewer Authority’s Blue Plains facility.

Household Hazardous Material (HHM)

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Pounds of household hazardous material received	580,181	607,872	592,801	568,028	577,000	588,000
Number of household hazardous material drop-offs	9,158	8,557	9,045	9,343	9,650	9,900

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 and sewage collection systems, and also the Water Pollution Control Plant (WPCP).
- Fund-wide and miscellaneous expenditures such as rental of office space at Courthouse Plaza 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.

SIGNIFICANT BUDGET CHANGES

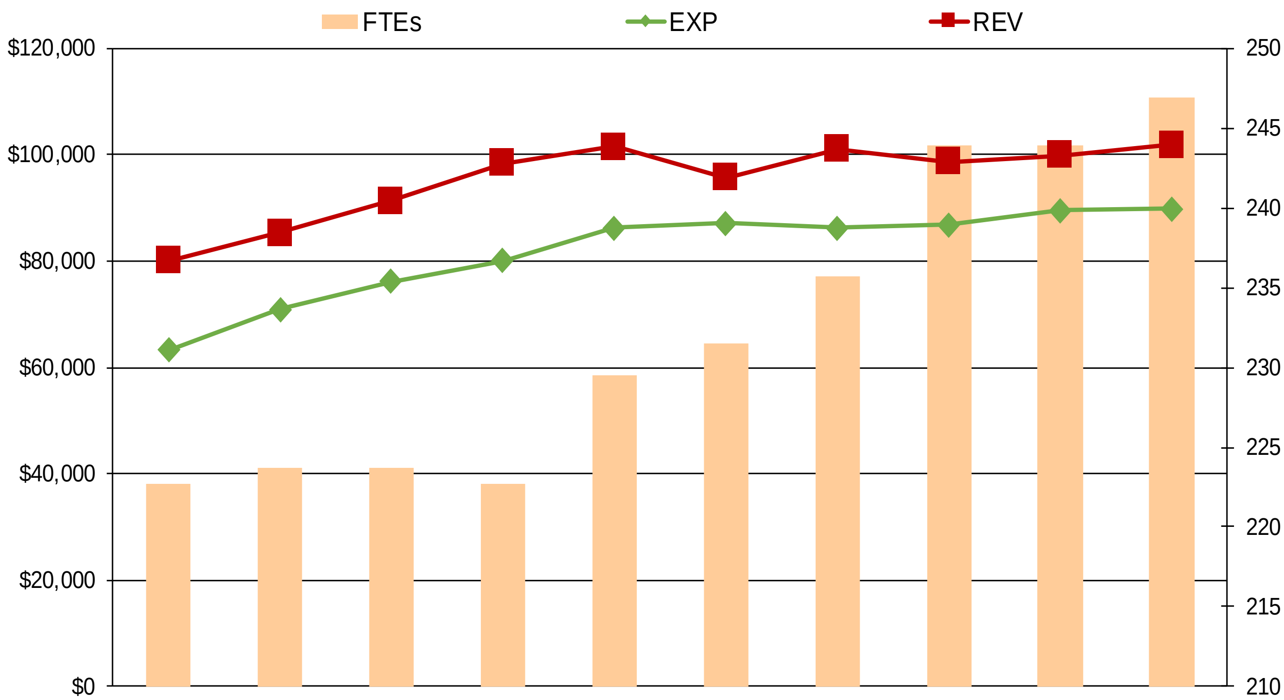
↓ Debt service decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($577,747) and the repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP ($64,000).

↑ Other expense increases due to higher overhead charges based on FY 2018 projections ($23,284) and rent at Courthouse Plaza ($5,133).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Debt Service	$33,035,128	$32,450,734	$31,808,987	-2%
Other	4,043,848	4,652,246	4,680,663	1%
Total Operating Expenditures	37,078,976	37,102,980	36,489,650	-2%
Total Revenues	-	-	-	-
Net Revenue Support	$37,078,976	$37,102,980	$36,489,650	-2%

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$63,211	$70,830	$76,129	$80,054	$86,146	$87,020	$86,157	$86,735	$89,457	$89,778
REV	$80,046	$85,247	$91,352	$98,395	$101,522	$95,637	$100,996	$98,710	$99,783	$101,839
FTEs	222.70	223.70	223.70	222.70	229.50	231.50	235.75	243.95	243.95	246.95

Note: Beginning in FY 2012, revenue includes utilization of fund balance in addition to fees and other revenue received during the fiscal year.

Fiscal Year	Description	FTEs
FY 2009	▪ The total water/sewer rate increased $1.34 to a total of $10.54 per thousand gallons (TG), a 14.6 percent increase, which produced $9.3 million of additional revenue. The water rate increased $0.01/TG to $3.35/TG. The sewer rate increased by $1.33/TG to $7.19/TG. This combined $1.34 increase was to be used primarily to pay for new debt service obligations.	
	▪ Six positions (6.0 FTEs) were moved from the Department of Environmental Services General Fund budget to the Utilities Fund. Costs for these positions previously were transferred into the Utilities Fund, and these positions are now charged directly to the fund.	6.0
	▪ Non-personnel expenditures included increases in non-discretionary contractual increases in maintenance and construction costs ($160,066), market-based increases for chemicals and operating supplies ($600,592), and hauling and disposal costs for biosolids and the construction debris ($445,665) at the Water Pollution Control Plant (WPCP) and the Water, Sewer, Streets Bureau (WSS). The budget also included an increase in cost for wholesale water purchases from the Dalecarlia Water Treatment Plant at the Washington Aqueduct ($200,000), as well as an increase in the amount of indirect costs charged from the General Fund to the Utilities Fund ($254,058).	
	▪ Debt service increased by $6,768,313. This included repayment of funds borrowed through the Virginia Wastewater Revolving Loan Fund (VWRLF), which is the primary source of financing for the Master Plan 2001 update at the WPCP, and repayment of general obligation bonds issued in FY 2007 and FY 2008 funding the Potomac Interceptor project, the County's share of the Washington Aqueduct Residuals project, and a portion of the Master Plan 2001 update.	
	▪ The adopted budget included an increase in the water connection fee. This fee had not increased in the past 18 years. The previous fees ranged from $1,600 to $15,500, depending on the size of the connection, and the adopted fees range from $3,200 to $25,300.	
	▪ The adopted budget included an increase in the rate charged for inspections of Drainage Fixture Unit (DFU) credits, based on the actual cost of performing these inspections. Developers may request a review of actual DFUs versus the standard number of DFUs set forth in the County Water Rules and Regulations. The previous inspection charge was $75 for one to 24 fixtures, and from $125 to $175 for 25 or more fixtures. The adopted fees are $175 for one to 24 fixtures, and $275 for 25 or more.	
	▪ The County Board approved new financial policies for the Utilities Fund regarding long-term financial planning, reserve levels, and debt service coverage.	
FY 2010	▪ The total water/sewer rate increased $0.66 to a total of $11.20 per thousand gallons (TG), a 6.3 percent increase, which produced $2.2 million of additional revenue. The water rate increased $0.07/TG to $3.42/TG. The sewer rate increased by $0.59/TG to $7.78/TG.	
	▪ One new position was added for a Laboratory Technician at the Water Pollution Control Plant ($81,000), in order to comply with new state	1.0

Fiscal Year	Description	FTEs
	regulations that require meeting Certification for Non-Commercial Environmental Laboratories (NELAC) accreditation standards.	
	▪ Non-personnel expenditures include increases in non-discretionary contractual costs for maintenance, construction, and equipment rental ($653,000), an increase for wholesale water purchases from the Washington Aqueduct ($238,000), an increase of $103,000 to fund the apprenticeship program at the Water Pollution Control Plant, an increase of $184,000 for County owned vehicles and fuel charges, an increase of $105,000 for a transfer to the Auto Fund for the purchase of a dump truck and tailgate roller, and a decrease of $498,000 in the transfer to capital for Pay-As-You-Go funding.	
FY 2011	▪ The total water/sewer rate increases $0.54 to a total of $11.74 per thousand gallons (TG), a 4.8 percent increase, which will produce $2.8 million of additional revenue. The water rate increases $0.08/TG to $3.50/TG. The sewer rate will increase by $0.46/TG to $8.24/TG.	
	▪ The Infrastructure Availability Fee (IAF) increases by $18 per drainage fixture unit (DFU) to a total of $182 per DFU, an 11 percent increase. The water IAF increases by $3/DFU to $72/DFU. The sewer IAF increases by $15/DFU to $110/DFU.	
	▪ Non-personnel expenditures include an increase of $873,520 for fuel costs associated with the new stand-by generator at the Water Pollution Control Plant, partially offset by revenue of $256,230 from the Demand Side Management Program. Other non-personnel increases are for chemicals associated with new processes at the plant that are part of the MP01 upgrade ($451,323), the apprentice program at the plant to address transition staffing needs ($442,859), an increased wholesale water purchase price from the Washington Aqueduct ($301,700), and increased insurance costs and automotive costs ($129,000).	
FY 2012	▪ The total water/sewer rate increases $0.45 to a total of $12.19 per thousand gallons (TG), a 3.8 percent increase, which will produce $2.0 million of additional revenue. The water rate increases by $0.18/TG to $3.68/TG. The sewer rate will increase by $0.27/TG to $8.51/TG.	
	▪ The FTE count in the adopted FY 2012 budget is 222.7, compared to 223.7 in the FY 2011 adopted budget. This reflects the transfer of a position from the WPCP in the Utilities Fund to the Directors Office in the General Fund.	(1.0)
	▪ Personnel includes an increase of $511,593 for overtime and standby pay for additional tank cleaning efforts at the Water Pollution Control Plant (WPCP) related to the Master Plan 2001 (MP01) project, and for the anticipated impact of the Department's Safety Policy for Maximum Hours Allowed to Work for the Water, Sewer, Streets Bureau (WSS).	
	▪ Non-Personnel expenditures include an increase of $449,463 for a full year of fuel for the new standby generator facility at the WPCP; an increase of $318,925 for chemicals at the WPCP; an increase of $305,438 for contractual services associated with engineering services, tank cleaning, and water sampling; an increase of $287,284 for grit and solids hauling; an increase of $224,197 for operating and maintenance equipment and	

Fiscal Year	Description	FTEs
	supplies; an increase of $144,705 for vehicle and equipment charges; an increase of $79,100 for safety and other training; and, an increase of $39,101 for operating costs at the recently acquired property at 2900 S. Eads Street. Debt Service increases by $2.4 million in FY 2012 primarily for repayment of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP.	
	▪ Increases are partially offset by a decrease of $477,873 in electricity costs, a decrease of $335,700 in the cost of water purchases from the Washington Aqueduct, and a decrease of $149,000 for water consumed by the WPCP.	
FY 2013	▪ The total water/sewer rate increases $0.42 to a total of $12.61 per thousand gallons (TG), a 3.4% increase, which will produce $5.0 million of additional revenue. The water rate increases by $0.30/TG to $3.98/TG. The sewer rate will increase by $0.12/TG to $8.63/TG.	
	▪ Personnel includes seven new FTE's (a water quality engineer and a new six-person water maintenance crew).	7.0
	▪ A partial FTE is transferred to the Department of Environmental Services General Fund budget.	(0.2)
	▪ Non-personnel expenditures increased $861,100 for chemicals, supplies, and contractual services for the process control system at the Water Pollution Control Plant.	
	▪ County vehicle charges increase $161,392 for new equipment approved in the FY 2011 closeout process and also for the new vehicles and equipment for the new water maintenance crew. The transfer to the Auto Fund increases $502,500 for the purchase of vehicles and equipment for the new Water Maintenance Crew.	
	▪ Utilities increase by $144,200 for water and electricity at the WPCP.	
	▪ Wholesale water purchases from the Washington Aqueduct increase by $100,000.	
	▪ Other WPCP increases include $100,000 for safety consulting at the plant and $80,651 for increased level of security guards required during continued construction at the WPCP.	
	▪ Debt service increases $635,758 for repayment of General Obligation bonds and VRA bonds for various Utilities Fund capital projects.	
	▪ The transfer to PAYG capital decreases $897,282, based on the planned FY 2013 maintenance capital program.	
FY 2014	▪ Personnel includes two new positions, a Construction Manager and a Sanitary Sewer Engineer ($799,040).	2.0
	▪ Non-personnel increases include $639,400 for maintenance supplies at the Water Pollution Control Plant (WPCP), $400,000 in consulting for various studies and ongoing capital project support at the Water Sewer Street Bureau (WSS), $476,141 for electricity, Contracted Services and the apprenticeship and succession planning programs at the WPCP, $100,000 for wholesale water purchases from the Washington Aqueduct, the addition of $52,000 for the replacement of an existing server for the Utility Services	

Office (USO), $30,419 for operating supplies and $7,725 for landfill charges at WSS, $22,000 to purchase a vehicle for the new Construction Manager at WSS, the addition of $10,000 for automation of real estate agreement records, $7,662 for printing and mailing of utility bills, $2,037 for charges from the County's print shop to USO, and $1,000 for the utilities share of base map maintenance.

- Non-personnel expenses decrease by $498,440 for generator fuel at the WPCP, decrease for the transfer of Water / Sanitary Sewer Frames and Covers to the Utilities PAYG budget ($400,000), solids hauling ($295,497), chemicals at the WPCP ($154,274), based on updated volume and pricing assumptions, gas at the WPCP ($40,500), based on an anticipated price decrease, water at the WPCP ($29,050), County vehicle charges ($26,710), and elimination of the Telecom & Communications budget for Water Sewer Records ($2,773).
- Debt service decreased by $590,424 for repayment of general obligation bonds for various Utilities capital projects.
- Total revenues include revenue from Inter-jurisdictional Partners ($624,433), revenue from the County's participation in Dominion Virginia Power's Demand Side Management program ($68,985), Utility Marking revenue ($50,000), and Lee Pumping Station lease revenue ($5,725).
- The Infrastructure Availability Fee (IAF) increases by $18 per drainage fixture unit (DFU) to a total of $200 per DFU, a 10 percent increase. The water IAF increases by $13/DFU to $85/DFU. The sewer IAF increases by $5/DFU to $115/DFU.
- The transfer to the Auto Fund decreases to zero.

FY 2015

- Added a Chief Engineer, a Control Systems Engineer, an Electrical Power Technician, and a Control Systems Technician ($580,648). 4.0
- 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 decreases include equipment repair expenses ($165,910), payments for leased equipment ($31,911), and wholesale water purchases from the Washington Aqueduct ($200,000).
- Non-personnel decreases are 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 decreases 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 expense increases 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 increases due to water consumption estimates and the adopted rate increase ($3,091,257).
- Revenue increases also 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).
- Revenue increases are partially offset by 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

- Transfer of 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) 0.2
- 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. 8.0
- Non-personnel increases 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 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 decreases due to the elimination of contractual valve work ($350,000).
- Debt service decreases 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 expense increases 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 increase 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 increases 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 decreases 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 expense increases are due to higher overhead charges based on FY 2017 projections ($418,512).
- Revenues decrease 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).

ARLINGTON
VIRGINIA

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

- 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 2018 proposed expenditure budget for the Ballston Public Parking Garage fund is $8,813,076, a 16 percent decrease from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↓ Non-personnel decrease 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 decreases 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 increases by $3,329,800 to make final payments to retire revenue bonds.
- ↓ Revenues decrease by $318,376 due to loss of tenants during mall redevelopment.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$2,984,837	$2,424,038	$2,042,557	-16%
Capital Construction	834,498	6,197,517	1,566,419	-75%
Property Taxes	321,130	300,000	300,000	-
Debt Service	1,313,435	1,574,300	4,904,100	212%
Total Expenditures	5,453,900	10,495,855	8,813,076	-16%
Total Revenues	4,076,858	3,569,147	3,250,771	-9%
Change in Fund Balance	($1,377,042)	($6,926,708)	($5,562,305)	-20%
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

BALLSTON PUBLIC PARKING GARAGE FUND
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1				
Debt Service Reserve Fund	$3,952,974	$3,344,994	$3,344,994	$3,344,994
Operating & Maint. Reserve	2,000,280	2,000,280	2,000,280	200,000
Construction Reserve	8,157,991	6,454,631	7,388,929	2,262,501
TOTAL BALANCE	14,111,245	11,799,905	12,734,203	5,807,495
REVENUE				
Interest	4,431	5,000	5,000	12,000
Parking Revenue	4,072,427	3,564,147	3,564,147	3,238,771
TOTAL REVENUE	4,076,858	3,569,147	3,569,147	3,250,771
TOTAL REVENUE & BALANCE	18,188,103	15,369,052	16,303,350	9,058,266
EXPENSES				
Garage Operations	3,305,967	2,724,038	2,724,038	2,564,932
Capital Replacement[2]	834,498	6,197,517	6,197,517	1,344,044
Debt Repayment and Debt Service	1,313,435	1,574,300	1,574,300	4,904,100
TOTAL EXPENSES	5,453,900	10,495,855	10,495,855	8,813,076
BALANCE, JUNE 30				
Debt Service Reserve Fund [1]	3,344,994	3,344,994	3,344,994	-
Operating & Maint. Reserve[3]	2,000,280	300,000	300,000	200,000
Construction Reserve	7,388,929	1,228,203	2,162,501	45,190
TOTAL BALANCE	$12,734,203	$4,873,197	$5,807,495	$245,190

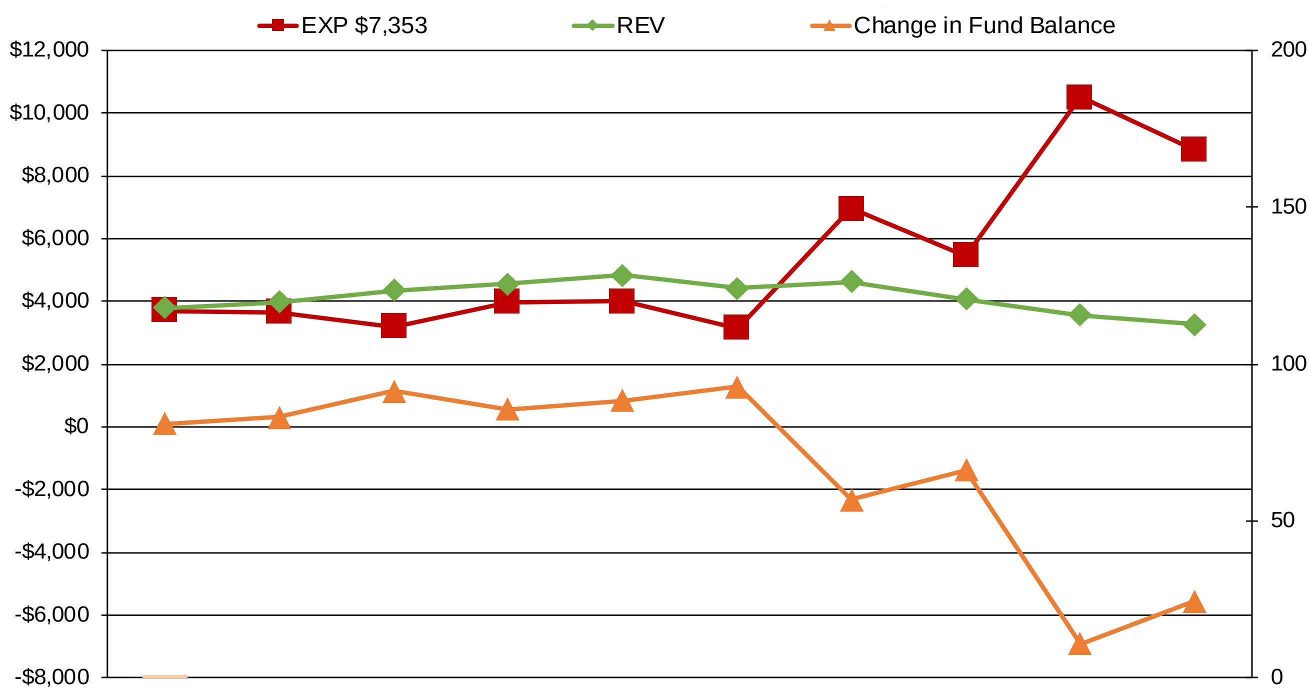
1 The Debt Service Reserve Fund is a usual and customary revenue bond requirement in order to provide additional assurance to bond holders. The proceeds of this fund will be used to pay the final principal on the bonds which mature in FY 2018.

2 FY 2017 includes $4 million of planned capital contributions for garage improvements as part of the Ballston Quarter redevelopment.

3 FY 2018 Operating & Maintenance Reserve will be used towards capital projects as permitted in Section 6.13 of the Reimbursement, Credit & Security Agreement Dated September 1, 2011 with PNC Bank. Beginning in FY 2018, the County is proposing new financial policies for the Ballston Garage which replace the Operating and Maintenance Reserve with an Economic Stability Reserve equal to three months of annual parking revenues. The reserve will ramp up to this level over four fiscal years.

EXPENDITURE AND REVENUE TRENDS

Note: Upcoming capital investments to the Ballston Public Parking Garage will use existing fund balances for the projects. The County plans to draw down balances over the next few years, using the funds to offset one-time capital expenditures.



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$3,691	$3,661	$3,198	$3,976	$3,994	$3,152	$6,951	$5,453	$10,496	$8,813
REV	$3,784	$3,964	$4,334	$4,540	$4,824	$4,420	$4,622	$4,077	$3,569	$3,251
Change in Fund Balance	$93	$303	$1,136	$564	$830	$1,268	-$2,329	-$1,376	-$6,927	-$5,562

Fiscal Year	Description	FTEs
FY 2009	▪ Capital construction decreases ($300,000) based on funding available for capital projects.	
FY 2010	▪ Capital construction increases ($161,004) for waterproofing the garage and for work on the elevator lobbies.	
FY 2011	▪ Capital construction increases ($460,000) to complete waterproofing, signage, and painting, as well as the first phase of repair or replacement of the brick façade.	
FY 2012	▪ Non-personnel expenses increase $66,761 primarily due to increases in funding for general custodial supplies ($55,138), contractual services for garage operations ($46,047), and funding for equipment repair ($4,551). These increases are partially offset by a decrease in electricity ($30,681) and office supplies ($8,757). ▪ Capital construction increases $950,000 to provide funding for garage improvements and to repair and/or replace the façade. ▪ Debt service increases $740,650 for additional payments needed to pay off outstanding bonds in FY 2017. ▪ Revenue projections increase by $1,632,895, based on usage projections and a potential parking fee rate increase that could produce $1,752,895, offset by a $120,000 decline in interest income. The parking rate increase was implemented on May 1, 2012 (see FY 2013 below.)	
FY 2013	▪ Non-personnel expenses increase by $7,679 which reflects an increase in utilities ($33,411) and miscellaneous services and supplies ($15,344), offset by a decrease in the cost of garage operations that was partially offset by a potential increase in the County's living wage ($41,076). ▪ The capital construction budget increases by $377,375 to provide funding for garage improvements. Debt service decreases by $203,220 to reflect lower amount of principal on which interest payments will be made. ▪ Revenue projections decrease by $203,220 to reflect a lower amount of principal on which interest payments will be made. ▪ The County raised parking rates at the garage on May 1, 2012 in order to make capital improvements and to pay down principal on the outstanding bonds. The structure that went into effect 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 weekend rate was previously a $1 flat rate daily, and the same graduated weekday rates are now in effect on weekends. Monthly rates were also increased.	

Fiscal Year	Description	FTEs
FY 2014	▪ Non-personnel expenses decrease by $118,585 which reflects a decrease in the cost of garage operations ($94,360) due to contractual savings and savings for office supplies and postage ($28,091), partially offset by an increase in miscellaneous services ($3,866). ▪ Debt service decreases by $36,920 due to lower debt service related fees. ▪ Revenue increases by $56,492, due in part to the additional number of patrons parking on Levels 1-7 during construction on Level 8 of the garage and offset by a decrease in interest income ($23,000).	
FY 2015	▪ Non-personnel expenses increase by $10,063 for non-discretionary contractual increases. ▪ Overall revenue decreases by $474,962 due to completion of work on Level 8 and less revenue from hourly parking.	
FY 2016	▪ Non-personnel expenses decrease by $11,917 for non-discretionary contractual decreases. ▪ Capital construction expense decrease to reflect the capital projects to be implemented within the fiscal year ($347,042). ▪ Overall revenue decreases by $452,686 due to loss of tenants during planned mall redevelopment.	
FY 2017	▪ Non-personnel expenses decrease 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 increases 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 decreases by $137,700 due to lower interest payments. ▪ Revenues decrease by $612,003 due to loss of tenants during mall redevelopment.	

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Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments, the Kettler Capitals Iceplex, and office workers in the Ballston area

Ballston Public Parking Garage – Eighth Level

- Provide parking for the Kettler Capitals Ice Rink and the Ballston Common Mall.
- Revenue from 8th level covers operation and maintenance costs.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed budget for the Ballston Public Parking Garage Eighth Level is $1,091,900, a 875 percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- ↓ Non-personnel expenses decrease 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 decreases due to the renovation of the mall ($15,502).
- ↑ Increase in capital construction for upcoming capital improvements in the garage ($1,000,000)

PROGRAM FINANCIAL SUMMARY

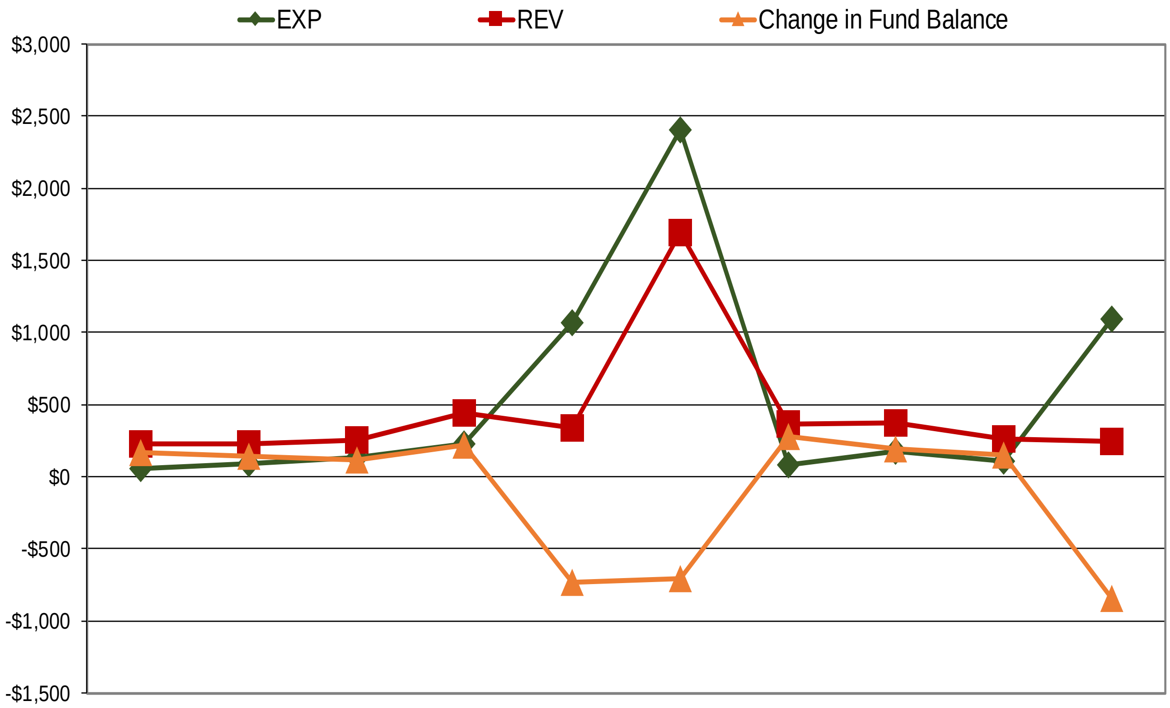
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	-	-	-	-
Non-Personnel	$176,989	$111,978	$91,900	-18%
Capital Construction	-	-	1,000,000	-
Total Expenditures	176,989	111,978	1,091,900	875%
Transfer In From Other Funds	-	-	-	-
Fees	374,269	262,102	246,600	-6%
Total Revenues	374,269	262,102	246,600	-6%
Change in Fund Balance	$197,280	$150,124	($845,300)	-663%

BALLSTON PUBLIC PARKING GARAGE - EIGHTH LEVEL OPERATING STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
BALANCE, JULY 1	$573,100	$800,871	$774,542	$924,666
Construction Reserve	533,100	760,871	734,542	884,666
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	577,262	800,871	774,542	924,666
REVENUE				
Transfer in from Other Funds	-	-	-	-
Parking Revenue	374,269	262,102	262,102	246,600
TOTAL REVENUE	374,269	262,102	262,102	246,600
TOTAL REVENUE & BALANCE	951,531	1,062,973	1,036,644	1,171,266
EXPENSES				
Eighth Level Garage Operations	103,089	111,978	111,978	91,900
Eighth Level Capital Expense	73,900	-	-	1,000,000
TOTAL EXPENSES	176,989	111,978	111,978	1,091,900
BALANCE, JUNE 30				
Construction Reserve	734,542	910,995	884,666	39,366
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	$774,542	$950,995	924,666	79,366

A portion of the fund balance will be used for capital expenses on the eighth level of the garage, and a portion of the balance will be retained as an operating reserve.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$53	$88	$132	$224	$1,072	$2,403	$86	$177	$112	$1,092
REV	$224	$228	$253	$446	$337	$1,696	$369	$374	$262	$247
Change in Fund Balance	$171	$140	$121	$222	-$735	-$707	$283	$197	$150	-$845

Fiscal Year	Description	FTEs
FY 2009	▪ Revenue increased ($78,656) based on FY 2007 revenue and year-to-date FY 2008 revenue.	
FY 2010	▪ Revenue decreased ($113,684) due to a decline in monthly parking.	
FY 2011	▪ No significant changes.	
FY 2012	▪ Revenue projections increase by $107,789 based on a proposed parking fee rate increase that was ultimately approved on May 1, 2012.	
FY 2013	▪ Revenue projections decrease ($63,709) in FY 2013 due to planned construction on the eighth level reducing the number of parking spaces available.	
FY 2014	▪ No significant changes.	
FY 2015	▪ Revenue increases due to the completion of garage construction on the 8th Level ($37,768).	
FY 2016	▪ Revenue increases based on revised estimates ($10,080).	
FY 2017	▪ Non-personnel expenses increase due to an increase in the cost of maintenance contract ($14,371) and funds for snow removal ($20,000). ▪ Revenue decreases due to the planned renovation of the mall ($43,276).	

ARLINGTON
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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 and the following sections of the Inspection Services Division: Construction Permit Administration Services, Construction Field Inspection Services, and Construction Plan Review Services.

SIGNIFICANT BUDGET HIGHLIGHTS

The FY 2018 proposed expenditure budget for the CPHD Development Fund is $20,230,219, a two percent increase from the FY 2017 adopted budget. The FY 2018 proposed budget reflects:

- In support of the County Manager's strategic priorities, the County has adopted a One-Stop Arlington initiative that focuses on streamlining business processes and providing superior customer service. One-Stop Arlington projects include the replacement of the enterprise-wide permitting system, business process re-engineering, website improvements, creation of a customer service center, and enhanced case management.

↑ Personnel increases due to positions added to improve management of Zoning Counter Services and Zoning Administrative functions and to provide post-production support to One Stop Arlington projects which are detailed below. Increase also reflect the transfer in of a Communications Specialist II ($147,770 1.0 FTE) from the Business Operations Division in the General Fund, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The position changes related to One Stop Arlington include the conversion of a limited term Assistant Permit Processing Manager to a full-time position and the following additions:

  - Production Support Manager ($148,500, 1.0 FTE)
  - GIS Systems Administrator ($155,997, 1.0 FTE)
  - Two Help Desk Support positions required for the second half of FY 2018 ($121,333, 2.0 FTEs)

  The positions added to Zoning include:

  - Addition of an Associate Planner position to serve as the Assistant Counter Services Manager in Zoning Administration ($124,686, 1.0 FTE)
  - Addition of a Principal Planner to serve as the Zoning Administrative Supervisor in Zoning Administration ($141,730, 1.0 FTE)

↓ Non-personnel decreases 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 increases due to the creation of a new permit type for Accessory Homestay home occupation at a rate of $66 per application ($29,452) and increase utilization of fund balance to cover projected expenses ($282,662).

FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$9,816,703	$11,005,396	$12,140,068	10%
Non-Personnel	6,167,360	8,912,709	8,090,151	-9%
Total Expenditures	15,984,063	19,918,105	20,230,219	2%
Fees	15,095,796	14,809,496	14,838,948	-
Utilization of Fund Balance *	888,267	5,108,609	5,391,271	6%
Total Revenues	15,984,063	19,918,105	20,230,219	2%
Permanent FTEs	93.00	97.00	104.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	93.00	97.00	104.00	

* - The change in fund balance is reflected in the following Fund Statement.

CPHD Development Fund
Fund Statement

	FY 2016 Actual	FY 2017 Adopted	FY 2017 Re-estimate	FY 2018 Proposed
ADJUSTED BALANCE, JULY 1				
Contingent Fund Reserve	$4,312,894	$5,975,431	$4,795,219	$5,938,374
Capital Reserve	14,066,508	11,969,942	12,695,916	6,567,678
TOTAL BALANCE	18,379,402	17,945,373	17,491,135	12,506,052
REVENUE				
Fees	15,095,796	14,809,496	14,809,496	14,838,948
TOTAL REVENUE	15,095,796	14,809,496	14,809,496	14,838,948
TOTAL REVENUE & BALANCE	33,475,198	32,754,869	32,300,631	27,345,000
EXPENSES				
Personnel	9,816,703	11,005,396	11,005,396	12,140,068
Non-personnel	6,167,360	8,912,709	8,789,183	8,090,151
TOTAL EXPENSES	15,984,063	19,918,105	19,794,579	20,230,219
BALANCE, JUNE 30	17,491,135	12,836,764	12,506,052	7,114,781
Contingent Fund Reserve	4,795,219	5,975,432	5,938,374	6,069,065
Capital Reserve	12,695,916	6,861,333	6,567,678	1,045,716
TOTAL BALANCE	$17,491,135	$12,836,764	$12,506,052	$7,114,781

Notes:

- Beginning in FY 2013, the CPHD Development Fund maintains 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.
- 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 One-Stop Arlington initiative which includes replacement of the enterprise-wide permitting system and business process re-engineering; website improvements; creation of a customer service center enhanced case management; and enabling the submission of electronic plans through E-Plan Review.

ZONING DIVISION

PROGRAM MISSION

To interpret, enforce, and administer the Zoning Ordinance to ensure orderly development of Arlington County in accordance with the Zoning Ordinance's legislative intent and County Board approvals.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases reflect the addition of two positions to improve management of Counter Services and Zoning administrative functions which are detailed below, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. Positions changes include the transfer in and reclassification of a Construction Code Manager from Construction Field Inspections Services into a Zoning Administrator position ($180,113, 1.0 FTE) and the following additions:
  - Addition of an Associate Planner position to serve as the Assistant Counter Services Manager ($124,686, 1.0 FTE)
  - Addition of a Principal Planner to serve as the Zoning Administrative Supervisor ($141,730, 1.0 FTE)
- ↑ Non-personnel increases due to an increase in the rent associated with the 10th floor office space ($14,654) offset by a decrease in the annual expense for maintenance and replacement of County vehicles ($556).
- ↑ Revenues increase due to the addition of a new Homestay permit fee ($29,452).
- The revenue surplus in the Inspection Services Division (ISD), specifically in Construction Plan Review Services, is used to off-set the revenue shortfall for Zoning Administration.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$22,575,975	$2,632,939	$3,206,226	22%
Non-Personnel	272,347	680,396	694,494	2%
Total Expenditures	2,530,322	3,313,335	3,900,720	18%
Fees	1,557,084	1,530,345	1,559,797	2%
Utilization of Fund Balance	-	-	-	-
Total Revenues	1,557,084	1,530,345	1,559,797	2%
Net Revenue Support	$973,238	$1,782,990	$2,340,923	31%
Permanent FTEs	28.00	28.00	31.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	28.00	28.00	31.00	

ZONING DIVISION

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average wait time per customer (minutes)	22.5	19	23	34	25	20
Number of building permits reviewed	7,323	6,031	5,481	7,260	7,500	7,500
Number of variance use permit applications processed	155	170	162	179	175	175
Number of walk-in customers served	11,219	9,142	9,911	14,302	12,000	10,000
Percentage of plans approved for final building permit within 180 days	50%	60%	69%	100%	100%	100%

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of Certificates of Occupancy processed	908	1,005	1,028	1,335	1,400	1,500
Percentage of permits reviewed as walk-throughs	47%	57%	31%	32%	30%	25%

- Wait time for customers increased in FY 2016 due to the significant increase in customer volume combined with staff vacancies and turnover among the Counter Services team. Wait times are anticipated to decrease in FY 2017 and FY 2018 due to stable employee retention and the implementation of the new permitting system which will allow customers to submit a wide variety of permits online.
- The number of building permits increased in FY 2016 and are expected to continually increase in FY 2017 and FY 2018 due to the amount of projects in the pipeline.
- Certificates of Occupancy are expected to increase in FY 2017 and FY 2018 due to actual and anticipated project starts of several large, multi-tenant, commercial and residential projects including Central Place and Ballston Quarter.
- The "walk-through" permit process allows an applicant to have their plan reviewed and a permit issued within one day. A typical "walk-through" includes mechanical changes, minor residential permits for additions, decks, sheds and accessory structures; and commercial permits for change in tenant spaces or a build-out of tenant space.
- The percentage of permits reviewed as walk-throughs is anticipated to decrease in FY 2017 and FY 2018 due to the implementation of the new permitting system which will allow customers to submit a wide variety of permits online.

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.

SIGNIFICANT BUDGET CHANGES

- In support of the County Manager's three strategic priorities (economic development, service delivery, and strategic planning), the County has adopted a One-Stop Arlington initiative that focuses on streamlining business processes and providing superior customer service. One-Stop Arlington projects include the replacement of the enterprise-wide permitting system, business process re-engineering, website improvements, creation of a customer service center, and enhanced case management.
- ↑ Personnel increases due to positions added to provide post-production support to One Stop Arlington which are detailed below, the transfer in of a Communications Specialist II ($147,770 1.0 FTE) from the Business Operations Division in the General Fund, employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. The positions changes related to One Stop Arlington projects include the conversion of a limited term Assistant Permit Processing Manager to a full-time position and the following additions:
  - Production Support Manager ($148,500, 1.0 FTE)
  - GIS Systems Administrator ($155,997, 1.0 FTE)
  - Two Help Desk Support positions fund for six months ($121,333, 2.0 FTEs)
- ↓ Non-personnel decreases 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), partially offset by an increase in the rent associated with the 10th floor office space ($63,832) and indirect costs ($62,134).
- Inspection Services Division (ISD) revenues for FY 2016, FY 2017, and FY 2018 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,195,993	$2,727,730	$3,283,079	20%
Non-Personnel	4,906,669	7,683,744	6,860,460	-11%
Total Expenditures	7,102,662	10,411,474	10,143,539	-3%
Fees	7,187,633	7,085,855	7,093,191	-
Utilization of Fund Balance	888,267	5,108,609	5,391,271	6%
Total Revenues	8,075,900	12,194,464	12,484,462	2%
Permanent FTEs	20.00	23.00	28.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	23.00	28.00	

CONSTRUCTION PERMIT ADMINISTRATION SERVICES

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of construction permits issued	9,460	12,797	15,159	15,874	13,000	13,000
Number of customers served at the customer kiosk	30,718	29,264	28,047	24,980	22,000	21,000
Square footage of permits (millions)	9	10.8	7.7	11.2	10	10

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Estimated building value	$806 Million	$853 Million	$964 Million	$1.4 Billion	$1 Billion	$1 Billion
Number of inspections scheduled through the Interactive Voice Response (IVR) System	17,865	13,532	14,705	15,713	14,000	12,000
Number of inspections scheduled through the Website	14,802	20,021	22,734	24,070	26,000	28,000

- The Inspection Services Division will introduce a new permitting system to its customers in FY 2018. It is anticipated that the number of customers served at the kiosk will decrease in the coming years.
- Estimated building value reflects the total estimated value of construction put on permits by applicants in a given year.
- It is anticipated that when the new permitting system is implemented, customers will start making more appointments on-line through the Website and less through the IVR system.

CONSTRUCTION FIELD INSPECTION SERVICES

PROGRAM MISSION

To safeguard public health, safety, and welfare by enforcing State-mandated construction codes by inspecting buildings under construction.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to retirement contributions based on current actuarial projections, and the transfer in of a Construction Plan Examiner I ($120,020, 1.0 FTE) and Construction Plan Examiner II ($125,186, 1.0 FTE) from Construction Plan Review Services, partially offset by a transfer out of a Construction Code Manager ($180,113, 1.0 FTE) to the Zoning Division.
- ↓ Non-personnel decreases due to an adjustment to the annual expense for maintenance and replacement of County vehicles ($20,729).
- ▪ Inspection Services Division (ISD) revenues for FY 2016, FY 2017, and FY 2018 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,754,457	$2,662,674	$2,843,499	7%
Non-Personnel	954,651	344,569	323,840	-6%
Total Expenditures	3,709,108	3,007,243	3,167,339	5%
Fees	3,709,108	3,007,243	3,167,339	5%
Total Revenues	3,709,108	3,007,243	3,167,339	5%
Permanent FTEs	25.00	24.00	25.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	25.00	24.00	25.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of daily inspections by inspector	8	11	9	7	10	10
Percent of all inspections completed on the day scheduled	100%	100%	99%	99%	100%	100%
Total number of inspections conducted	46,837	44,312	47,549	42,507	46,500	45,000

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Percent of inspections approved - residential and commercial	75%	72%	68%	69%	70%	70%

CONSTRUCTION FIELD INSPECTION SERVICES

- The average number of daily inspections by inspector decreased in FY 2016 due to minimal vacancies.
- The overall number of inspections conducted decreased in FY 2016 due to having a higher number of larger projects. These larger projects required longer review times, but did not result in more inspections overall.

CONSTRUCTION PLAN REVIEW SERVICES

PROGRAM MISSION

To ensure building construction documents meet adopted code requirements and support public health, safety and welfare.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of a Construction Plan Examiner I ($120,020, 1.0 FTE) and Construction Plan Examiner II ($125,186, 1.0 FTE) to Construction Field Inspection Services, partially offset by employee salary increases and an increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in the annual expense for maintenance and replacement of County vehicles ($7,357).
- ▪ Inspection Services Division (ISD) revenues for FY 2016, FY 2017, and FY 2018 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$2,608,278	$2,982,053	$2,807,264	-6%
Non-Personnel	33,693	204,000	211,357	4%
Total Expenditures	2,641,971	3,186,053	3,018,621	-5%
Fees	2,641,971	3,186,053	3,018,621	-5%
Total Revenues	2,641,971	3,186,053	3,018,621	-5%
Permanent FTEs	20.00	22.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	22.00	20.00	

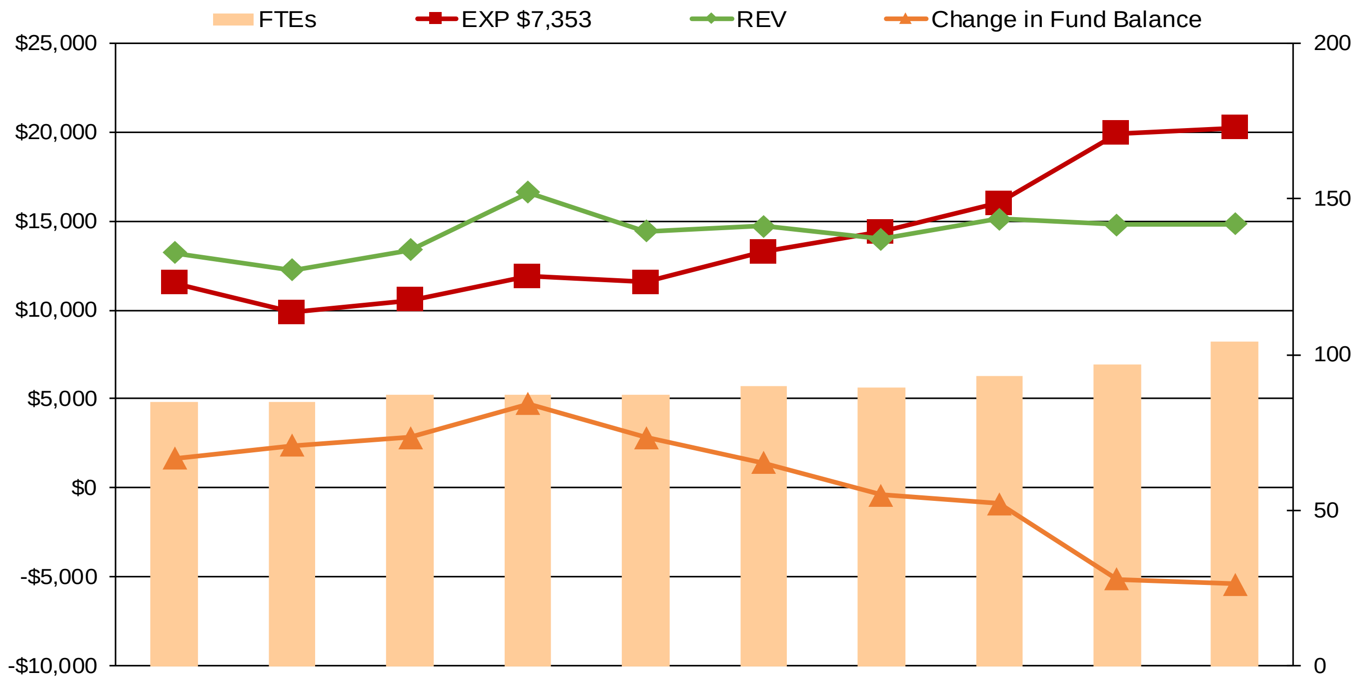
PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Average number of days in ISD for first time plan review for Commercial Fast Track	1	1	1	1	1	1
Average number of days in ISD for first time plan review for new commercial buildings	22	35	27	20	21	21
Average number of days in ISD for first time plan review for new residential buildings	1	6	15	N/A	14	14
Average number of days in ISD to permit issuance for Commercial Fast Track	9	10	18	N/A	14	14
Average number of days in ISD to permit issuance for new commercial buildings	163	184	244	N/A	180	180
Average number of days in ISD to permit issuance for new residential buildings	56	65	88	N/A	50	50

CONSTRUCTION PLAN REVIEW SERVICES

- The average number of days in ISD for first time plan review for new commercial buildings decrease in FY 2016 due to the ePlan Review initiative that provided a better monitoring system.
- In FY 2016, a new ePlan review system was implemented. However, the reporting function was not implemented. Therefore, no actual data was collected in FY 2016.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$11,531	$9,859	$10,566	$11,902	$11,564	$13,258	$14,376	$15,984	$19,918	$20,230
REV	$13,204	$12,237	$13,387	$16,627	$14,415	$14,695	$13,990	$15,095	$14,809	$14,839
Change in Fund Balance	$1,673	$2,378	$2,821	$4,725	$2,851	$1,437	-$386	-$889	-$5,109	-$5,391
FTEs	85.00	85.00	87.00	87.00	87.00	90.00	89.50	93.00	97.00	104.00

Fiscal Year	Description	FTEs
FY 2009	▪ Transfer of FTEs from the CPHD General Fund to the CPHD Development Fund.	65.0
	▪ Twenty new positions (20.0 FTEs and $1,991,806) were added that were originally approved by the County Board as an FY 2008 supplemental appropriation.	20.0
	▪ Non-personnel expenditures increased to reflect increased operating expenses to support the 20 new FTEs ($98,046). In addition, increases were included to fund the following items: a lease for the space DCPHD Development Fund staff will occupy ($880,000), various technology improvements in support of improved customer service ($1,100,000), five additional vehicles and ongoing Auto Fund charge increases ($149,526), and the move to new space, including new furniture ($325,518). In addition, the CPHD Development Fund, like other enterprise funds in the County, pays a County overhead charge to the County's General Fund to cover the cost of support services, such as human resources, legal, and finance ($1,285,704).	
	▪ Fee revenue included $5,428,468 due to fee increases as of October 1, 2007. In addition, revenue increased to reflect a 3.3 percent increase in fee rates and a projected increase in permitting and construction activity ($671,418).	
	▪ Upon creation of the CPHD Development Fund, ten temporary FTEs were converted to permanent FTEs.	
FY 2010	▪ Revenue increased by $413,337 due to a 4.7 percent increase in fee rates and a projection of constant and sustainable permitting activity.	
FY 2011	▪ Revenue increased by $191,460, a two percent increase, due to minor fee rate increases for Zoning fees and a projection of constant and sustainable permitting activity.	
	▪ Transferred two Community Code Inspector positions from the General Fund Community Code Enforcement Program ($134,398) resulting in an increase of Zoning field inspectors from three to five.	2.0
FY 2012	▪ Revenue increased based on a projected increase in permitting activity. There are no fee increases for FY 2012.	
FY 2013	▪ Increased personnel costs to support the cost of a Fire Department Inspector position for site plan reviews ($103,768). The FTE for the position is in the Fire Department.	
	▪ Increased payment to the County that covers internal services provided by County staff ($241,900).	
	▪ Increased building rent for the 10th floor of Courthouse Plaza ($43,630).	

Fiscal Year	Description	FTEs
	▪ Revenue increases are based on a projected increase in permitting activity ($569,300). There are no fee increases in FY 2013.	
FY 2014	▪ Increased personnel costs due to the addition of a Sign Coordinator position ($106,020), a Zoning Plan Reviewer position ($84,169), and a Business Systems Analyst position ($102,737).	3.0
	▪ Non-personnel expenditures decreased due to the following items: reduction in consultant services ($210,000), elimination of the contingent funding ($210,000), reduction in other non-personnel costs to reflect actual spending ($167,000), partially offset by an increase in building rent for the 10th floor of Courthouse Plaza ($130,588).	
	▪ Revenue decreases are based on three fee reductions: the automation fee decreases from 10% to 5% ($590,920), the permitting fees for residential construction and residential additions to one-and two-family buildings decreased by $0.05 per square foot from $0.54 to $0.49 per square foot ($79,071), and the minimum permit fee and application filing fee for new construction, alteration and addition to one-and two-family residential buildings decreased by $25 from $92 per application to $57 per application ($76,950). These three fee changes also reduced the amount of indirect cost revenue ($23,404). The reduction in revenue from these fee changes is partially offset by a projected increase in permitting activity ($570,000).	
FY 2015	▪ Transferred a Business Systems Analyst from the CPHD General Fund ($72,110).	0.5
	▪ Converted an Elevator Inspector ($106,910) as well as position reclassification savings ($43,090) to contractual services for the elevator inspection program.	(1.0)
	▪ Increased building rent for the 10th floor of Courthouse Plaza ($13,643).	
	▪ Reduced annual expense for maintenance and replacement of County vehicles ($927).	
FY 2016	▪ Transferred a Business Systems Analyst from the CPHD General Fund ($72,739).	0.5
	▪ Added a Plan review ($84,711), Records Technician ($74,079), and a Zoning Planner ($79,382).	3.0
	▪ 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.	

Fiscal Year	Description	FTEs
FY 2017	▪ Expense increases 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).	4.0

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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 2018 proposed expenditure budget for the Department of Environmental Services' (DES) Automotive Equipment Fund is $16,163,276, a six percent decrease from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to reductions in building repair ($150,169), laundry and cleaning expenses ($6,200), materials and supplies ($114,309), and adjustments to the annual expense for maintenance and replacement of County vehicles ($3,997), partially offset by increases in outside repairs ($128,278), data processing ($40,000), repair equipment ($6,200), employee training ($5,000), and safety ($30,000).
- ↑ Additions expense increases due to the purchase of two vehicles for DES' Streetlights program ($156,835) and one vehicle for a new Construction Manager in Water, Sewer, and Streets ($29,000).
- ↑ Transfer from other funds increase 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 decrease ($1,503,879) relative to the number and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.

FUND FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$5,585,235	$6,144,142	$6,482,343	6%
Non-Personnel	2,791,038	3,027,412	2,962,215	-2%
Accident Repairs	448,443	291,200	291,200	-
Additions	29,597	-	185,835	-
Replacement	9,199,855	7,615,580	6,111,683	-20%
Subtotal	18,054,168	17,078,334	16,033,276	-6%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Net Expenditures	18,184,168	17,208,334	16,163,276	-6%
County & School Revenues	18,952,197	17,402,712	17,536,417	1%
Sales of Surplus Equipment	688,564	250,000	250,000	-
Miscellaneous Revenues	729	61,000	61,000	-
Transfer from General Fund	-	-	156,835	-
Transfer from General Capital Projects Fund	-	-	29,000	-
Transfer from Utilities Fund	100,624	-	-	-
Total Revenues	19,742,114	17,713,712	18,033,252	2%
Change in Fund Balance	$1,557,946	$505,378	$1,869,976	270%
Permanent FTEs	63.00	63.00	63.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	63.00	63.00	63.00	

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1	$9,927,466	$5,998,121	$11,485,412	$9,069,562
OPERATING RECEIPTS				
Maintenance/Operating Rental Book	6,023,113	5,758,616	5,758,616	5,733,476
Other Maintenance - Non Rental Book	662,157	270,000	270,000	270,000
Temporary Loan Vehicles	0	130,000	130,000	130,000
Schools Maint./ Operating	2,309,245	2,034,180	2,034,180	2,125,534
Other Maintenance - Non Rental Book Schools	93,392	110,000	110,000	120,000
Subrogation Revenues	20,242	60,000	60,000	60,000
Miscellaneous	729	1,000	1,000	1,000
CAPITAL RECEIPTS				
County Fleet Replacement & Lease Purchase	7,429,624	7,445,428	7,445,428	7,445,428
Schools Replacement	2,414,424	1,654,488	1,654,488	1,711,979
Sales of Surplus Equipment	688,564	250,000	250,000	250,000
TOTAL RECEIPTS	19,641,490	17,713,712	17,713,712	17,847,417
OTHER FINANCING SOURCES				
Transfers from Other Funds	100,624	-	-	29,000
Transfers from General Fund		-	-	156,835
TOTAL TRANSFERS IN	100,624	-	-	185,835
TOTAL RECEIPTS AND TRANSFERS IN	19,742,114	17,713,712	17,713,712	18,033,252
TOTAL BALANCE, CAPITAL RESERVE, RECEIPTS AND TRANSFERS IN	29,669,580	23,711,833	29,199,124	27,102,814
OPERATING EXPENSES				
Administration, Maintenance	6,938,047	7,167,911	7,167,911	7,490,224
Schools	1,886,669	2,294,843	2,294,843	2,245,534
Subtotal	8,824,716	9,462,754	9,462,754	9,735,758
CAPITAL EXPENSES				
Encumbrance/ Incomplete Projects	-	-	2,921,228	-
Replacements to Fleet (County)	5,824,108	3,897,285	3,897,285	2,848,293
Replacements to Fleet (Schools)	2,083,719	2,166,884	2,166,884	1,711,979
Additions to Fleet	29,597	-	-	185,835
Lease Purchase	1,292,028	1,551,411	1,551,411	1,551,411
Subtotal	9,229,452	7,615,580	10,536,808	6,297,518
TOTAL EXPENSES	18,054,168	17,078,334	19,999,562	16,033,276
TRANSFERS OUT				
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	18,184,168	17,208,334	20,129,562	16,163,276
BALANCE, JUNE 30	$11,485,412	$6,503,499	$9,069,562	$10,939,538

Notes:
Fund Balance is reserved for financing encumbrances and incomplete projects carried over from the previous fiscal year.

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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.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Vehicle replacement expenses decrease ($1,048,992) relative to the number and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.

↑ Additions expense increases due to the purchase of two vehicles for DES' Streetlights program ($156,835) and one vehicle for a new Construction Manager in Water, Sewer, and Streets ($29,000).

↑ County revenue increases 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, offset by adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($25,140).

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$4,608,542	$4,859,995	$5,186,305	7%
Non-Personnel	1,898,122	2,016,716	2,012,719	-
Accident Repair	431,383	291,200	291,200	-
Additions	29,597	-	185,835	-
Replacements & Lease Purchase	7,116,136	5,448,696	4,399,704	-19%
Subtotal	14,083,780	12,616,607	12,075,763	-4%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Expenditures	14,213,780	12,746,607	12,205,763	-4%
County Revenue	14,114,894	13,604,044	13,578,904	-
Sales of Surplus Equipment	644,380	250,000	250,000	-
Miscellaneous & Subrogation Revenues	20,971	61,000	61,000	-
Transfer from General Fund	-	-	156,835	-
Transfer from General Capital Projects Fund	-	-	29,000	-
Transfer from Utilities Fund	100,624	-	-	-
Total Revenues	14,880,869	13,915,044	14,075,739	1%
Change in Fund Balance	$667,089	$1,168,437	$1,869,976	60%
Permanent FTEs	49.00	49.00	49.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	49.00	49.00	49.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Gallons of Gasoline Distributed	482,539	473,342	469,732	473,192	467,974	467,900
Work Orders Completed Per Day on Heavy Equipment	16	16	17	13	11	22
Heavy Truck Average Maintenance & Repair	$13,253	$12,126	$11,820	$11,601	$11,956	$11,477
Work Orders Completed Per Day on Light Equipment	22	26	23	21	17	15
Number of Vehicles specifications developed/Units purchased per year	105	109	98	88	82	52
Sedans Average Maintenance & Repair	$3,302	$3,457	$3,648	$4,477	$3,713	$4,046
Gallons of Ultra Low Sulfur Diesel Distributed	671,568	655,586	672,539	680,545	687,655	686,600

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Electric Vehicles in Fleet	1	1	2	2	4	4
Hybrid Vehicles in Fleet	133	151	141	118	127	120
Heavy Vehicles in Fleet	672	670	694	714	703	685
Light Vehicles in Fleet	270	260	249	253	266	287
Number of Purchase Orders Created Annually	309	304	278	302	275	300
Year End Parts Inventory (In Dollars)	$634,843	$591,803	$576,842	$653,630	$650,000	$650,000

- The increase in the number of heavy equipment work orders completed per day between FY 2017 and FY 2018 is due to revamping technician workloads and job assignments.
- The estimated decrease in vehicle specification changes is due to the number of vehicles being deferred and better servicing of vehicles.
- The estimated decrease in hybrid vehicles in FY 2018 is due to certain makes of vehicles, which are up for replacement in FY 2018 but no longer manufactured as hybrids.
- The estimated decrease in heavy vehicles in FY 2018 is due to right sizing and class changes of certain vehicles.
- Number of light vehicles has increased due to additions to the fleet and class changes.

SCHOOL FLEET REPAIR SECTION

PROGRAM MISSION

To provide Arlington County School Transportation with safe, reliable transportation to and from schools and school-related activities.

- Provide timely inspection, maintenance, and repair services to the Arlington Public School (APS) fleet.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to reductions in outside repairs ($40,000), laundry & cleaning expenses ($6,200), and operating supplies ($55,000), offset by an increase in maintenance supplies ($40,000).
- ↓ Vehicles replacement expenses decrease ($454,905) relative to the number and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.
- ↑ Revenue increases due to adjustments to the charges for maintenance and replacement of vehicles ($158,845).

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$976,693	$1,284,147	$1,296,038	1%
Non-Personnel	892,916	1,010,696	949,496	-6%
Accident Repairs	17,060	-	-	-
Replacements	2,083,719	2,166,884	1,711,979	-21%
Additions to Fleet	-	-	-	-
Total Expenditures	3,970,388	4,461,727	3,957,513	-5%
School Revenue	4,817,061	3,798,668	3,957,513	4%
Sale of Suplus Equipment	44,184	-	-	-
Total Revenues	4,861,245	3,798,668	3,957,513	4%
Change in Fund Balance	$890,857	($663,059)	-	-
Permanent FTEs	14.00	14.00	14.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	14.00	14.00	

SCHOOL FLEET REPAIR SECTION

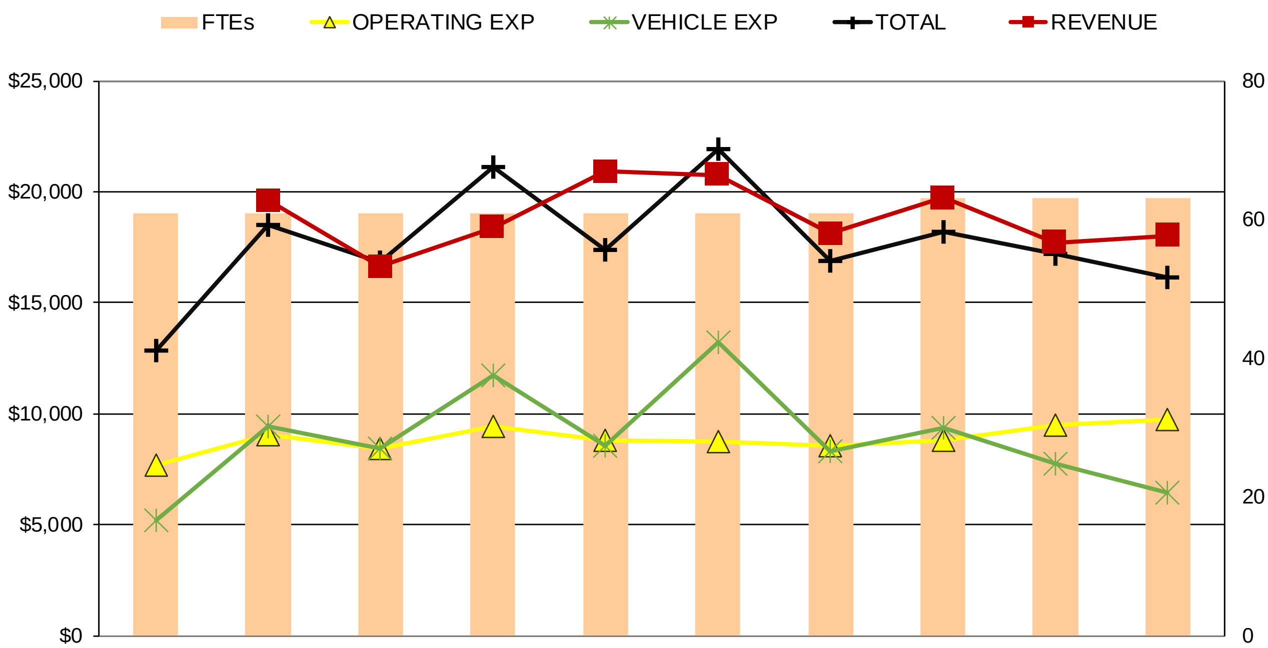
PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Buses Average Maintenance & Repair	$13,368	$12,088	$9,699	$11,300	$9,071	$9,821
Gallons of Diesel Used	299,017	301,351	315,415	310,990	304,000	300,000
School Buses Work Orders Per Day	18	17	11	11	10	13
Sedans Average Maintenance & Repair	$1,860	$2,588	$2,144	$2,319	$2,310	$2,851
Gallons of Gasoline Used	22,899	19,821	28,021	33,391	38,699	28,780
Supporting Vehicles Work Orders Per day	3	4	3	3	3	3

Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Number of school buses	143	154	165	168	174	174
Number of support vehicles	117	117	118	120	120	124

- As older buses accumulate miles, they can become less fuel efficient and emit more pollutants. The new replacement buses have their full fuel efficiency matched with modern pollution control technologies to limit pollutants. The numbers on fuel consumption suggest that the overall fuel use from the higher number of buses is being offset by the improved efficiency of the newer buses.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Actual**	**FY 2013 Actual**	**FY 2014 Actual**	**FY 2015 Actual**	**FY 2016 Actual**	**FY 2017 Adopted Budget**	**FY 2018 Proposed Budget**
OPERATING EXP	$7,689	$9,070	$8,429	$9,431	$8,832	$8,716	$8,558	$8,825	$9,463	$9,736
VEHICLE EXP	$5,172	$9,452	$8,407	$11,698	$8,533	$13,239	$8,333	$9,359	$7,745	$6,427
TOTAL	$12,861	$18,522	$16,836	$21,129	$17,365	$21,955	$16,891	$18,184	$17,208	$16,163
REVENUE		$19,606	$16,628	$18,398	$20,907	$20,760	$18,117	$19,742	$17,714	$18,033
FTEs	61.00	61.00	61.00	61.00	61.00	61.00	61.00	63.00	63.00	63.00

- In FY 2010, the County modified the way the Automotive Equipment Fund financials were displayed to show the revenue received by the Fund from the user departments. This revenue is the cost of services for the maintenance and replacement of County vehicles.

Fiscal Year	Description	FTEs
FY 2009	▪ The County Board added four vehicles to the fleet at a cost of $100,347. The breakdown includes: one vehicle for the Department of Real Estate Assessments (Department of Management and Finance) in support of the Transportation Investment Fund ($23,000), two vehicles for the Department of Environmental Services in support of the Stormwater Management Fund ($50,000), and one vehicle to support the Fire Department Fire Prevention Program ($27,347). ▪ Increase in Inter-Departmental charges ($964,230) is due to unit cost increases in vehicle replacement, maintenance costs, and in the number of vehicles included in the fleet that are being maintained, and also reflect the Work for Others ($381,717) charge to School Repair Section for per vehicle charge to cover administrative, indirect and overhead costs. ▪ Increases in non-discretionary contractual increases ($201,388) and $45,000 for the cost of maintenance and chemicals for the new vehicle wash.	
FY 2010	▪ Additions to the fleet ($132,611) include one vehicle for the Fire Department Fire Prevention Division ($27,611) as well as one dump truck for the Department of Environmental Services Utilities Fund ($105,000). ▪ Non-personnel expenditures include increases in non-discretionary contractual costs ($2,962), building repair ($9,000), funding for custodial services ($50,000), recruitment ($15,000), tires ($44,000), and maintenance supplies ($63,956). ▪ Increase in replacement cost ($886,902) is due to unit cost increases in vehicle replacement, the vehicle configurations, parts and labor. ▪ Electricity and water/sewer budgets were adjusted based on FY 2008 actual consumption and anticipated utility rate increases ($34,408).	
FY 2011	▪ Non-personnel decreases include adjustments to the annual expense for the maintenance and replacement of County vehicles used directly by the Auto Fund ($17,655) and a decrease in operating equipment ($36,821). ▪ Replacement decreases ($2,743,763) are due to fewer vehicles reaching mileage and age criteria as established by the Equipment Bureau. With fewer vehicles being replaced in FY 2011, there will be a large number of vehicles scheduled for replacement in FY 2012 and FY 2013. ▪ Revenue increases are due to adjustments to the charge to other departments for the maintenance and replacement of County vehicles ($324,864), partially offset by reductions in the Sales of Surplus Equipment ($50,000) and Miscellaneous Revenues ($2,000) as well as no transfer from the General Fund for off-cycle vehicles or adjustments ($132,611). ▪ Planned delays in purchasing equipment through the Auto Fund allow for a one-time credit to the General Fund for equipment replacement ($375,000).	
FY 2012	▪ Non-personnel expenses increase due to repair/renovation of the vehicle service lifts ($256,000), increases in materials and supplies ($83,600), contractual services ($27,958), and internal services ($917), partially offset by the decrease in operating equipment ($40,000).	

Fiscal Year	Description	FTEs
	▪ Additions and the transfer from the General Fund increase for the purchase of new vehicles for the conversion of HVAC maintenance from contract to County staff in the Department of Environmental Services (3 vehicles: $104,145), additional fire protection systems inspectors in the Fire Department (1 vehicle: $28,830), and staffing reallocated within the Department of Environmental Services for maintenance of new/remodeled facilities (1 vehicle: $38,399). ▪ Replacement expenses increase ($983,690) due to unit cost increases in vehicle replacements, adjustments in vehicle configurations, parts and labor. The number of units being replaced increased from the prior year due to meeting mileage and age criteria, as well as the replacement of units which were part of the planned purchase delay in FY 2011. Included in this increase is the lease purchase of a fire vehicle ($213,233). ▪ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($699,618) and new vehicles being added to the fleet ($171,374). ▪ The one-time transfer credit in FY 2011 to the General Fund ($375,000) was eliminated in FY 2012.	
FY 2013	▪ Non-personnel expenses decrease due to reductions in building repairs for the FY 2012 replacement of the vehicle service lifts ($100,000). ▪ Additions expense increases ($331,126) from FY 2012 for new vehicles being added to the County fleet for the additional water crew being added in the Utility Fund for FY 2013. ▪ Replacement expenses increase ($535,537) primarily due to a greater number of School buses being replaced in FY 2013 than in the prior fiscal year ($986,899), which is partially offset by fewer County vehicles being scheduled for replacement in FY 2013 ($451,362). The FY 2012 budget included replacement of County vehicles that were part of the one-time planned purchase delay in FY 2011 in addition to the normally scheduled replacements. ▪ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($203,217), adjustments to Schools for the maintenance and replacement of the School fleet ($469,411), and for new vehicles being added to the fleet for the Utility Fund ($331,126).	
FY 2014	▪ Replacement expenses increase due to the off-cycle lease purchase of fire equipment (two heavy rescue units, one loader and four pumpers) ($1,980,953). ▪ Revenues increase due to new vehicle purchases funded through lease purchase ($1,842,205) and for the charges to other departments for the maintenance and replacement of County and School vehicles ($1,326,348). ▪ Additions expense and the related transfer from other funds both decrease since there are no additions to the fleet funded in the Automotive Equipment Fund ($502,500).	

Fiscal Year	Description	FTEs
FY 2015	▪ Additions expense and the related transfer from the General Fund increases for the purchase of a new vehicle for the DES ($42,000). ▪ Replacement expenses decrease due to the number of configuration of vehicles slated to be replaced in FY 2015 ($1,954,202). ▪ Revenues decrease due to there being no lease proceeds ($1,842,205). ▪ Revenues decrease 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 increases 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 increases ($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 increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($1,012,251).	2.0
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 decrease from charges to other departments for the maintenance and replacement of County vehicles ($341,969). ▪ Replacement expenses increase due to the number and configuration of vehicles slated to be replaced in FY 2017 ($995,357).	

Our Mission: To provide County agencies a single location for cost effective services and technical advice that will meet their printing, copying, graphic design, archiving, and mail services needs

Printing and Mail Services

- Produce high volume copies for County agencies using high production digital machines that produce a higher quality copy at a reduced charge.
- Provide critical printing, graphics, and bindery services to meet the needs across the County.
- Manage walk-up copiers and mobile printing applications for different agencies to meet their copying needs. By holding a contract for copiers, we achieve cost savings and provide better services.
- Handle outgoing and interoffice mail, as well as special mailing projects for the County.
- Provide County departments and Arlington Public Schools (APS) postage savings on large mail jobs using various address verification and smart mail applications for qualifying mail.
- Utilize 30 percent post-consumer recycled paper with a goal to increase usage to 50 percent post-consumer recycled paper.

SIGNIFICANT BUDGET CHANGES

The FY 2018 proposed expenditure budget for the Department of Environmental Services' (DES) Printing Fund is $2,469,285, a 16 percent increase from the FY 2017 adopted budget. The FY 2018 budget reflects:

- ↓ Personnel decreases due to staff turnover partially offset by an increase in the County's cost of employee health insurance and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to contractual obligations for equipment and supplies ($351,344) as a result of new photocopier/printer contract that requires all County photocopiers and printers be leased through the Print Shop. Other non-personnel increases include operating supplies ($45,000), and outside print shop charges, ($10,000), primarily offset by a decrease in internal services ($50,000), and contracted services ($2,500), and adjustments to the annual expense for maintenance and replacement of County vehicles ($182).
- ↑ County revenue increases from County departments ($315,482) due to the new printer/photocopier contract, and an increase in printing revenue outside of County departments ($20,000).
- ↑ Transfer from the General Fund, which supports the mail operation, increases ($7,831), due to an increase in equipment lease costs, offset by lower personnel expenses.

PROGRAM FINANCIAL SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	% Change '17 to '18
Personnel	$601,015	$743,388	$736,624	-1%
Non-Personnel	1,684,291	1,378,999	1,732,661	26%
Total Expenditures	2,285,306	2,122,387	2,469,285	16%
County Revenue	1,919,880	1,852,106	2,167,588	17%
Outside Revenue	70,888	50,000	70,000	40%
General Fund Transfer	231,484	241,769	249,600	3%
Total Revenues	2,222,252	2,143,875	2,487,188	16%
Change in Fund Balance	($63,054)	$21,488	$17,903	-17%
Permanent FTEs	8.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	8.00	

PERFORMANCE MEASURES

Critical Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Assisted copies completed by due date	98%	98%	98%	98%	99%	99%
Percent of printing orders completed by due date	98%	98%	98%	98%	99%	99%

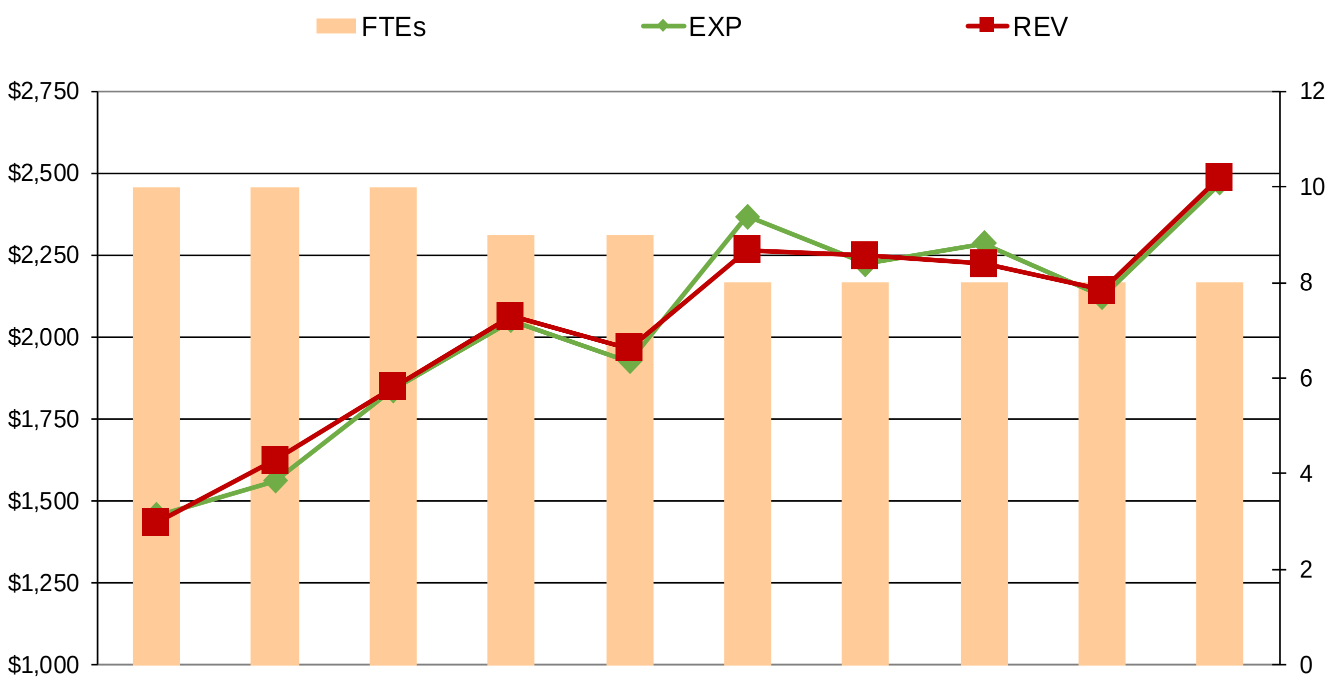
Supporting Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Customer satisfaction on assisted copies (scale 1-5)	4.9	4.9	4.9	4.9	4.9	4.9
Customer satisfaction on print orders (scale 1-5)	4.9	4.9	4.9	4.9	4.9	4.9

PRINTING FUND
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1	$78,631	$78,615	$15,577	$30,561
REVENUE				
Intra-County	1,919,880	1,852,106	2,134,000	2,167,588
Outside Billings	70,888	50,000	50,000	70,000
Transfer in from General Fund	231,484	241,769	231,484	249,600
TOTAL REVENUE	2,222,252	2,143,875	2,415,484	2,487,188
TOTAL REVENUE & BALANCE	2,300,883	2,222,490	2,431,061	2,517,749
EXPENDITURES				
Printing Services & Mail Operations	2,285,306	2,122,387	2,400,500	2,469,285
TOTAL EXPENDITURES	2,285,306	2,122,387	2,400,500	2,469,285
BALANCE, JUNE 30	$15,577	$100,103	$30,561	$48,464

- Fund Balance is reserved for financing encumbrances and incomplete projects carried over from a previous fiscal year, unanticipated equipment replacement or major repairs, and revenue shortfalls and over expenditures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
EXP	$1,457	$1,562	$1,839	$2,051	$1,926	$2,368	$2,224	$2,285	$2,122	$2,469
REV	$1,434	$1,623	$1,847	$2,064	$1,967	$2,266	$2,247	$2,222	$2,144	$2,487
FTEs	10.00	10.00	10.00	9.00	9.00	8.00	8.00	8.00	8.00	8.00

Fiscal Year	Description	FTEs
FY 2009	▪ Non-personnel expenditures include an increase in photocopier leases ($13,189) and operating supplies ($35,195).	
FY 2010	▪ Non-personnel expenditures include non-discretionary contractual increases ($30,121).	
FY 2011	▪ Revenue decreases reflect an anticipated reduction in spending for printing services by County departments ($31,628) partially offset by an increase in work being performed for Arlington County Public Schools ($4,350). ▪ Non-personnel includes an increase for contractual obligations for equipment ($5,298).	
FY 2012	▪ Transferred a vacant 1.0 FTE to the General Fund for support of the DES Safety Program. ▪ Non-personnel increases reflect contractual obligations for equipment ($2,843), funding for assistance with special projects ($40,953) and replacement of County vehicles ($295). ▪ Revenue from County Departments for work by the Print Shop increases ($62,000) based on FY 2010 revenues and the FY 2011 re-estimate. ▪ Transfer from the General Fund decreases ($52,278) due to elimination of the Print Shop subsidy. The General Fund transfer will continue to support the mail operation.	(1.0)
FY 2013	▪ Increased funding for contractual obligations for equipment ($116,318). ▪ Decrease in consultant services ($40,953). ▪ Decrease in operating supplies ($10,158). ▪ Revenue from County Departments increases due to an increase in income from leased equipment used by departments throughout the County ($51,483). ▪ Transfer from the General Fund, which supports the mail operation, increases ($16,782) due to an increase in contractual obligations for equipment and software. ▪ *One (1.0) FTE was transferred to the Department of Technology Services (DTS) for records management related activities by the County Board at FY 2012 closeout.*	*(1.0)*
FY 2014	▪ Non-personnel increases for contractual obligations for equipment ($64,324). ▪ Revenue from County departments decreases due to loss in revenue from management of the archives ($65,640) since records management activities are now managed by DTS. ▪ Revenue from leased equipment used by departments throughout the County increases ($21,041).	

Fiscal Year	Description	FTEs
	▪ Transfer from the General Fund, which supports the mail operation, increases ($23,650) due to an increase in contractual obligations for equipment, address verification, and smart mail software applications.	
FY 2015	▪ Non-personnel increases for contractual obligations for equipment ($136,753). ▪ Revenue from County departments and Arlington Public Schools (APS) increases due to increased volume of jobs ($178,899). ▪ Transfer from the General Fund, which supports the mail operation, increases ($30,646) primarily due to increases in personnel costs.	
FY 2016	▪ Non-personnel increases for contractual obligations for equipment ($126,440). ▪ Revenue from County departments and Arlington Public Schools (APS) increases due to increased volume of jobs ($130,973). ▪ Transfer from the General Fund, which supports the mail operation, increases primarily due to increases in personnel costs ($4,985).	
FY 2017	▪ Non-personnel increases 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) increases due to volume of jobs and special services including presort mail services ($213,633). ▪ Transfer from the General Fund, which supports the mail operation, increases primarily due to increases in personnel costs ($3,901) and an increase in equipment lease costs ($6,384).	

The General Capital Projects Fund or Pay-As-You-Go (PAYG) Budget provides funding for capital improvements using current year ongoing revenue, one-time funding, state and federal grants, and developer fees. In addition to annual PAYG appropriations, master lease financing, bond financing and various other dedicated funding sources are the other primary sources of funding for the capital projects included in the biennial Capital Improvement Plan (CIP), found on the County's website. Detailed information concerning the County's bond financing is contained in the Debt Service section of the FY 2017 Budget.

PAYG and voter approved bond funding have historically been the primary sources of funding for the County's maintenance capital program. The County's long stated goal for the maintenance capital program is to "maintain what we have." Towards that goal, programs conduct a condition assessment of their capital assets so that they are able to provide a sustainable plan that prioritizes their inventory of needs. Maintenance capital projects are designed to protect assets from premature failure and are focused on replacement and renewal of existing infrastructure. They differ from operating maintenance activities in cost, size, nature, and frequency of maintenance activity.

The General Capital Projects categories include Local Parks and Recreation, Transportation Initiatives, Government Facilities, Information Technology Investments, Community Conservation, and Regional Partnerships.

MAINTENANCE CAPITAL

The purpose of Arlington's Maintenance Capital (MC) program is to ensure that existing capital assets throughout the County are maintained in a reliable and serviceable condition, and are periodically updated and renewed as necessary. The MC program serves to prolong the useful life of these 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.

This budget continues our focus on Maintenance Capital – particularly reinvestment in facilities and parks assets, paving and information technology. It also invests in infrastructure, such as land acquisition, to take advantage of opportunities for county-wide needs. The County has made great progress over the last several fiscal years:

- We continue to add staff to help with both planning and execution.
- Staff continues the multi-year strategy to address the maintenance capital reinvestment.
- In all programs, we bundle projects where appropriate to minimize service disruption and reduce capital costs by seeking efficiencies.
- We continue to use a variety of funding sources to best match the type of maintenance capital needs in order to leverage as many projects within an affordable budget.

OVERVIEW OF FY 2018

The proposed FY 2018 PAYG budget totals $11.54 million, comprised of $6.88 million of base ongoing funds and $4.66 million of one-time funds. In addition to the FY 2018 proposed budget, there is an additional $8.6 million in one-time PAYG funding from FY 2016 year-end closeout for FY 2017 and 2018 projects. This funding includes $4.8 million in bond premium, generated by the spring 2016 bond sale, which is restricted in use to only capital projects. Additionally, during the closeout process, approved project allocations from budget savings included $2.5 million in land acquisition for Fire Station 8 and the temporary facility costs at its current location on Lee Highway. In addition, $0.6

million was set aside to replace emergency generators at Fire Stations 1, 2 and 9, and the Water, Sewer Streets Administration Building. The balance of the funds are allocated to maintenance capital projects such as paving, streetlights, technology at the courts police building and detention center to allow for public safety radio reception, synthetic turf replacement and other county capital needs, consistent with the CIP.

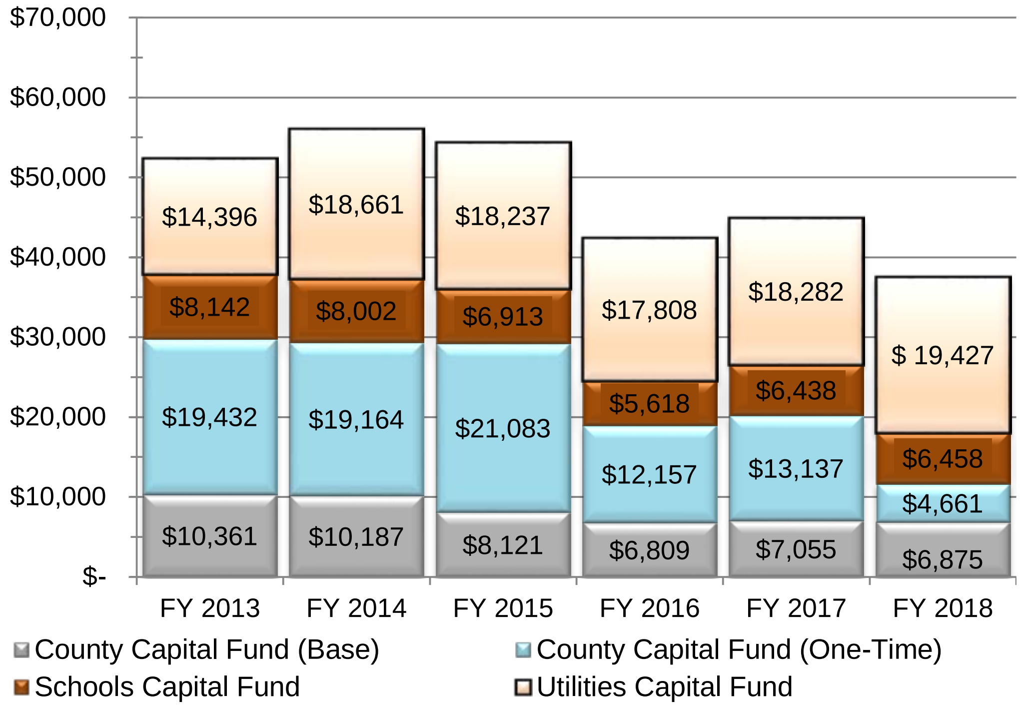
The FY 2018 PAYG budget funds routine and non-routine capital expenditures. The routine expenditures include maintenance of capital assets such as streets, bridges, signals and infrastructure, street lights, bus shelters, replacement of building components, fields, playgrounds, courts, technology equipment and systems as well as neighborhood conservation projects, energy efficiency projects and contributions to regional programs. Non-routine expenditures include land acquisitions.

County capital project descriptions, PAYG appropriation charts, and fund statements are included on the following pages. Because projects are often multi-year in nature, appropriations rather than actual expenditures are presented. Appropriations more accurately reflect the County Board's intent, priorities, decisions, and PAYG funding levels than actual expenditures. Fiscal impact is the net increase in annual operating costs associated with a capital funding decision. Capital funding decisions that expand or significantly change the nature and quality of an asset typically increase future operating budgets over the life of the asset. However, some capital funding decisions that replace current assets with efficient, low maintenance assets or extend the useful life of an asset can reduce future operating budgets.

In addition to the General Capital Projects Fund, there are PAYG investments in other funds and operations:

- The Utilities Fund FY 2018 proposed PAYG budget of $19.4 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 2018 PAYG budget is $6.5 million, which includes major maintenance and minor construction funding.

PAY-AS-YOU-GO APPROPRIATION HISTORY
FY 2013 - FY 2018
($ in 000's)



PAY-AS-YOU-GO APPROPRIATION HISTORY BY CATEGORY
($ in 000's)

PROGRAM CATEGORY	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Regional Partnerships	$1,136	$1,214	$1,287	$1,453	$1,364	$1,263
Transportation & Pedestrian	4,037	5,041	9,757	3,431	7,334	3,050
Government Facilities	13,356	3,408	2,890	5,249	3,695	2,624
Parks and Recreation	6,410	5,211	4,090	1,639	2,880	1,185
Technology Investment (IT)	1,090	1,000	4,517	502	1,373	300
Community Conservation	500	500	500	500	500	500
Public Art	50	-	-	-	-	-
Land Acquisition	-	-	-	-	361	1,976
County-Schools Joint Use Projects	-	8,634	2,000	2,500	2,500	-
Capital Contingency / Admin	3,214	4,343	4,163	3,692	185	638
Total County Capital Fund	$29,793	$29,351	$29,204	$18,966	$20,192	$11,536
Schools Capital Fund	8,142	8,002	6,913	5,618	6,438	6,458
Utilities Capital Fund	14,396	18,661	18,237	17,808	18,282	19,427
Total Capital Fund	**$52,331**	**$56,014**	**$54,354**	**$42,392**	**$44,912**	**$37,421**

PAYG PROJECTS ($ in 000s)

PROGRAM CATEGORY	Base Funds	One-Time Funds	FY 2018 Proposed	FY 16 C/O Funds for FY 17 Projects	Total Funds
Transportation Maintenance Capital	$838	$1,050	$1,888	$3,060	$4,948
Facilities Maintenance Capital	1,594		1,594	600	2,194
Parks Maintenance Capital	770	150	920	12	932
Subtotal Maintenance Capital	3,202	1,200	4,402	3,672	8,074
Regional Partnerships	1,263	-	1,263	-	1,263
Neighborhood Conservation	500	-	500	-	500
Information Technology	-	300	300	449	749
Transportation Multi-Modal	812	350	1,162	660	1,822
Park Master Plans	265		265		265
Synthetic Turf				1,295	1,295
Facilities Design and Construction	545	485	1,030	2,500	3,530
Land Acquisition	-	1,976	1,976		1,976
Capital Contingent	288	350	638	-	638
Subtotal Other Capital	3,673	3,461	7,134	4,904	12,038
Total Projects	**$6,875**	**$4,661**	**11,536**	**$8,576**	**$20,112**

* Numbers may not add due to rounding.

Regional Partnerships **$1,263,103**

Arlington annually contributes capital funding to several regional organizations that provide beneficial services to Arlington residents and visitors.

- Fiscal Impact - The Regional Partnerships program represents the County's annual contributions to support the capital efforts of regional programs. The County also contributes operating costs to the regional partnership programs. The County's share is based on each regional program's allocation formula.

- **Northern Virginia Regional Park Authority** **$588,951**

  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. The Park Authority 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. This capital funding for FY 2018 represents Arlington's annual contribution to NVRPA's capital program and is based on the percentage of population of the six jurisdictions.

- **Northern Virginia Community College** **$528,026**

  This funding represents the County's ongoing capital contribution to the Northern Virginia Community College (NVCC) program for land acquisition and site development of all campuses. Arlington is one of nine jurisdictions that share costs associated with NVCC's capital program. The FY 2018 budget is based on a $2.25 allocation for each person living in Arlington.

- **Northern Virginia Criminal Justice Academy** **$146,126**

  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 2018 budget reflects Arlington's contribution towards the annual debt payments of the EVOC.

Transportation – Maintenance Capital **$4,948,104**

The Transportation Maintenance Capital program maintains transportation infrastructure by repaving streets, maintaining pedestrian and vehicular bridges, maintaining signals and signal infrastructure, replacing bus shelters, etc.

- **Paving Program** **$3,260,104**

  The County currently maintains over 974 lane miles by a combination of resurfacing, rebuilding and slurry seal maintenance. The type of maintenance for a particular street is based on the most recent (not older than two years) Pavement Condition Index (PCI) and the type of street (arterial, collector, neighborhood). 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 10 years to extend their life rather than re-paving them as often. Of the total funding, $650,000 is available for the 2017 paving season and $2,610,000 is available for the 2018 paving season. Since the $650,000 will be executed in FY 2017, it will not be included in the Transportation Maintenance Capital Project List in the back of the document.

- **Bridge Maintenance** **$-**

  This program is responsible for the maintenance of 35 vehicular and pedestrian bridges in Arlington County. Twenty-six 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 at least bi-annually. This is an ongoing program for the annual inspections, routine and emergency maintenance, and rehabilitation projects for the County's bridge inventory. Existing balances are sufficient for the work planned for FY 2018 so no new funds are proposed at this time. Should costs exceed balances for any immediate and unforeseen need, funds will be recommended for allocation from the capital contingent account.

- **Transportation Systems and Traffic Signals** **$200,000**

  Arlington County's transportation systems and traffic signals are in continuous need of maintenance and upgrades. The current systems include aging infrastructure, some of which is more than 30 years old, with out-of-date control systems including hardware and software. Funding is used to maintain the County's traffic signals, pedestrian signals, school flashers, signal cabinet hardware and other maintenance items in the signals area. The funding will also be used to replace aging and inefficient signals with features including: traffic signal controllers and cabinets, interactive audible countdown ADA accessible pedestrian signals to improve accessibility, advanced video detection systems, bicycle detection, remote data collection systems, battery backup systems, CCTVs, and upgrading of electrical grounding.

- **Street Lighting** **$850,000**

  County streets are illuminated with approximately 19,000 streetlights. Out of that, 7,350 streetlights are owned and maintained by the County and the rest are owned and maintained by Dominion Virginia Power. The County receives approximately 14 repair service calls per day, which could range from a bulb change to more complicated work such as knocked-down pole repair and underground conductor repair. This program funding will be used for repairing streetlight issues, fixing knockdown poles, underground repair and maintaining an efficient streetlight system in the County ($600,000).

In 2016, the County initiated a Streetlight Management Plan (SMP) to focus on updating GIS inventory, reviewing County's current streetlight standards, developing a maintenance plan and researching new technologies. This funding will help to execute the SMP, which will be completed in CY 2017 ($200,000).

County owned streetlights are controlled using a radio communication system from a central server. This system is currently in use for dimming programs, providing automatic failure alerts and energy consumption data. This program funding will be used for routine server maintenance ($50,000).

- **Arlington Transit (ART) Fleet Rehabilitation and Major Repairs** **$249,000**

  Arlington County currently operates and maintains 65 buses to provide local fixed-route transit service, called ART, throughout the County. To improve the reliability and extend the useful life of the buses, the County's Transit Bureau initiated a mid-life bus rehabilitation project. The buses are all low-floor vehicles powered by compressed natural gasoline (CNG) rated by the Federal Transit Administration for a 12-year life. A mid-life rehabilitation of the engine and other major components in the sixth to ninth year of service would extend the useful life of a bus to 16 years of revenue service. This project started with the rehab of the first eight heavy duty buses that began service in August 2007 and received a mid-life rehab in 2015. FY 2018 PAYG funding will allow the Transit Bureau to rehab the next group of 12 aging buses and also help cover the cost for unscheduled major repairs for buses with significant mileage.

- **Traffic Calming Device Maintenance** **$203,000**

  This program replaces existing traffic calming devices such as speed humps as streets are repaved. It also funds the replacement or repair of traffic calming devices which have deteriorated to the point where action is required.

- **Regulatory Signage** **$70,000**

  Arlington County owns over 100,000 signs. On average, the County installs and maintains approximately 5,000 signs each year. Recent federal rules for sign reflectivity, stop, yield, and other regulatory signs, combined with updated rules for sign size standards will require replacement of an additional 2,000 signs per year to meet compliance dates. These are significant safety requirements that necessitate systematic replacement.

  The funds will support the efficient movement of people in cars, on bikes, or by foot. Effective signage supports the reduction of traffic congestion by facilitating traffic movements, and public safety. Old non-conforming signs will be replaced with the latest upgraded signs.

- **Bus Stop and Shelter Program** **$116,000**

  Through this on-going annual program, the Transit Bureau replaces aging transit shelters, installs shelters where needed, makes repairs and site improvements, and provides other passenger amenities (such as benches, litter receptacles and customer information) at bus stops throughout the County. Placement of these shelters, passenger amenities and other improvements is determined by the survey data from the continuously updated Bus Stop Database, current bus route strategies in the Transit Development Plan, citizen input, and through coordination with other County initiated transportation capital improvement projects. In addition, the program includes planning, designing and constructing new bus stops as the County adds or modifies bus routes.

Transportation Multi-Modal Programs **$1,822,121**

Accessibility and options for movement throughout the County and the rest of the region are achieved by providing a high quality transit system, a robust bicycle and pedestrian network, and effective transportation demand management approaches.

- **Pedestrian and Bike Safety** **$400,121**

  The primary objective of this program initiative is to improve access and increase safety for cyclists and pedestrians, primarily on Arlington arterial streets. This initiative builds on the existing bicycle and pedestrian transportation infrastructure with a vision of achieving the goals of the Master Transportation Plan. Currently, this program provides for the installation of wayfinding signage ($30,000) as well as funding of a project ($370,000) to improve pedestrian and bike intersection safety on Arlington Ridge Road at S. Lynn Street.

- **East Falls Church Streets** **$52,000**

  This program will allow staff to develop conceptual signal design plans in the East Falls Church area and help to prioritize the intersections that will receive signal upgrades. The program will allow staff to perform traffic counts and collect survey data for the design of traffic signals.

- **Transit ITS & Security Program** **$240,000**

  The Transit Intelligent Transportation System (ITS) and Security Program is dedicated to the use of technology to improve transit operations and rider information systems and identify and mitigate agency security and safety issues. Arlington's ongoing initiatives focus on providing accurate and timely information to both operations staff and transit customers. The Transit Bureau will use FY 2018 PAYG funding to leverage state matching funding and help cover the cost for the Business Intelligence Automation project – the implementation of a management information system needed to integrate ART's various data sources. This system will streamline reporting, including federally required National Transit Data (NTD) reporting, and provide analytics for assessing and improving system operations. The system will save significant staff hours in reporting efforts and provide cost savings from more efficient transit operations.

- **Parking Meters** **$680,000**

  This program allows for the purchase of 80 new multi-meters to replace old, failing mechanical meters that have been deployed on the street for over a decade. Approximately 600 antiquated single-space meters will be replaced with new multi-meters in metered locations throughout the County. Multi-meters provide enhanced customer service by allowing customers to pay with a credit card and receive a receipt for their transaction. Multi-meters allow the County to make adjustment to rates and enforcement times in order to better manage limited curbside space. They also provide transaction data which allows staff to analyze parking demand and trends.

- **Parking Meters ADA** **$250,000**

  Funds will be used to install new handicapped reserved metered parking spaces throughout the County and to make accessibility improvements to existing spaces.

- **Transportation Asset Management** **$100,000**

  The primary objective of this program initiative is to develop real time asset inventory for Traffic Engineering & Operations (TE&O) using ArcGIS for all County roadways and integration with Cartegraph. TE&O already has GIS databases for traffic signals, CCTV, Count Stations and Streetlights. Additional field data collection is needed for signs and parking meters. This program will allow for the integration of these existing datasets into the Cartegraph system, which will improve work flow process. The current system, Cassworks, is outdated and no longer supported. Cartegraph will replace Cassworks in a phased manner for TE&O programs.

- **Planning and Pre-Planning** **$100,000**
  Funds to be used for pre-project approval analysis. This would fund data collection and project planning work to determine project feasibility and cost/benefit value. Pre-planning involves coordination between the Transportation Engineering & Operations, Planning and Capital Projects and Engineering bureaus to analyze data and create concept drawings to test feasibility for potential projects that were not previously programmed in the CIP, such as project requests from civic associations and Board members or to address safety issues that have been newly identified. These funds allow potential capital project requests to be evaluated and pre-screened before dedicating specific funding to them and making them official projects. This work is important for good fiscal stewardship.

Facilities Maintenance Program **$2,194,000**

This program plans for adequate maintenance of facilities through their cycle, periodic refreshment, and eventual replacement of obsolete facilities at the appropriate points in the life cycle.

- **Facilities Management Maintenance Capital** **$1,555,000**
  The FY 2018 Facilities Maintenance Capital Program funds will be used to address deferred and needed maintenance items identified in facility condition assessment studies and staff reports. The Facilities Management Bureau (FMB) maintains over 84 facilities totaling more than 2,400,000 square feet valued at over $750 million. Facilities maintenance capital projects totaling $1.55 million are proposed for FY 2018 PAYG funding. The majority of funds will be used to address various infrastructure items at seven facilities. Projects will include the replacement of entrance doors and storefronts at the Central Library; the replacement of the cooling tower, boiler pumps and electronic controls at the Courts/Police Building; the replacement of the fire suppression system at the Courthouse Plaza I Network Operations Center (CHP NOC); and the replacement of the generators, transfer switches and the installation of roll-up portable generator connections at Fire Stations 1, 2, 9 and the Water, Sewer and Streets Administration Building. A program contingency of $250,000 is included.

- **Furniture, Fixtures & Equipment** **$540,000**
  The FY 2018 Maintenance Capital funds for the Furniture, Fixtures, and Equipment (FF&E) program will be used to address FF&E items that are in need of a refresh. In making specific project recommendations, staff uses prioritization methodologies which consider many factors including conditions highlighted in the facility condition assessments and "bundle" items coming due with FMB that enable efficiency of contract effort, minimize impact to the users of the space, and yield an overall positive result and appearance. The FF&E program provides furnishings to over 95 County facilities, including shared spaces within Arlington County Public Schools (APS) and Arlington Economic Development (AED) facilities. The funds will be used to provide approximately 200 new chairs, countywide interior upgrades, and furniture for the Central Library.

- **Energy Efficiency** **$99,000**
  The energy management program monitors and improves energy use in County facilities, and identifies emerging energy-saving opportunities with advanced technologies and best practices. Improved energy efficiency cuts operating costs and improves energy reliability. Reducing energy waste is a fundamental, cost-effective strategy for meeting the County's goals in the Community Energy Plan. The energy management program works closely with the Department of Environmental Services (DES) Facilities Management Bureau and other agencies countywide.

Over the past decade, investments in energy efficiency have reduced County building energy intensity by over 12 percent, with cumulative avoided costs exceeding $3.5 million. This year's project will be at Signature Theater/ Shirlington Library. This popular, heavily-used building is now ten years old, and the central HVAC system and its components are due for a tune-up. All electrical and mechanical components and controls will be recommissioned to verify proper operation, and repairs will be made where needed to improve building operation and energy performance. This project is complementary to the GO bond funded Facilities Maintenance project of a new building automation system for this same site. Past recommissioning projects in County facilities have achieved 15 percent -40 percent annual energy savings.

Facilities Design and Construction Program **$3,530,000**

The Facilities Construction program provides facilities for both existing and evolving services and programs, and encompasses both significant modernization and planned replacement of facilities, based upon facility life cycles and changing program demands and services. This program is carefully 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.

- **Master Planning & Feasibility Studies** **$210,000**
  Facility master planning provides an integrated approach that addresses short, intermediate, and long-term future needs for County facilities. Planning proceeds in phases, and balances short-term deficiencies with long range objectives for space management and efficiencies, often with emphasis on a particular site, or a certain subgroup of facilities. Projects for FY 2018 include cost estimating for Capital Improvement Plan (CIP) planning ($150k) and Fire Station #10 project management charges ($60K/year for 5 years).

- **ADA Remediation** **$200,000**
  In FY 2013, the County completed a comprehensive accessibility assessment of 54 facilities to identify facility deficiencies for persons with physical disabilities. This program is to remediate the identified issues in existing facilities. FY 2018 funding will address accessibility deficiencies in Carver Community Center.

- **Land Acquisition & Temporary Facility Costs** **$2,500,000**
  These dollars will provide funding for the acquisition of three properties near the existing fire station site and the associated costs to provide a temporary facility while Fire Station 8 (Lee Highway) is under construction. This is a companion project to the Fire Station 8 capital improvement project.

- **Community Residence** **$66,000**
  Community Residence (1212 South Irving Street) is the home to Arlington adults with developmental disabilities seeking maximum independent living in permanent housing. This project will update the first floor restrooms to include new flooring, tile, paint and fixtures.

- **Woodmont Center Restroom Upgrades** **$269,000**
  Woodmont Center was originally constructed in 1971 as an elementary school, and given to the County to operate various programs. Many of the original features of the facility are still in place. This project will renovate the restrooms to include replacing the child size fixtures with standard adult fixtures in the Voter Registration, Human Services and YMCA areas. In addition to the fixtures, finishes will be replaced, and the restrooms will be made accessible as footprint allows with building code compliance.

- **Woodmont Center** **$285,000**

  This project will consolidate archival materials for the Center of Local History from two locations into Woodmont Center. Improvements will be made in several upper level rooms, the lower level hallway and the existing Center for Local History space. Modifications will be made to the existing HVAC system and humidifier along with flooring, paint, and furniture improvements.

Parks Maintenance Capital Program **$931,759**

Arlington County currently maintains an extensive inventory of park and recreation assets on over 900 acres of parkland, which includes playgrounds, athletic fields, athletic courts, field and court lighting, picnic shelters, comfort stations, site furnishings, parking lots, park trails and other assets. The Parks Maintenance Capital Program provides capital funding to maintain these valuable assets by proactively replacing inefficient and outmoded infrastructure and preventing premature failure.

- **Glencarlyn Picnic Shelter** **$370,000**

  The project will fund design for the renovation to the picnic shelter and adjacent parking lot at Glencarlyn Park.

- **Capital Asset Manager** **$150,000**

  Funding for the staff position that manages the Parks Maintenance Capital Program.

- **Parks Field Fund** **$261,759**

  The 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. The fees assessed for rectangular fields are directed to support replacement and construction of synthetic turf fields in the County (annual estimate of $180,000). The fees are targeted towards conversion of one existing grass turf field to synthetic turf in FY 2018 as identified in the FY 2017–FY 2026 CIP and above. The fees assessed on diamond fields (annual estimate of $70,000) are to be used each year for specific diamond field enhancements, such as improved irrigation, batting cages, or accelerated sod replacement. Additional funds ($12,000) in FY 2018 are attributable to the September 2016 reconciliation of actual fees collected versus projected Capital FY 2018 budget.

- **Feasibility Studies** **$150,000**

  Master plan funds that provide the ability to conduct timely and relevant analysis as opportunities and needs arise.

Synthetic Turf Program **$1,295,000**

The synthetic turf program is largely focused on replacement of existing synthetic turf fields that are approaching the end of their useful life, combined with four new field locations over the next ten-year period.

- **Long Bridge Synthetic Field #1 (Marymount)** **$700,000**

  Design and construction for replacement of the synthetic turf and site amenities. Cost share with Marymount University (50-50).

- **TJ Synthetic Community Field** **$595,000**

  Design and construction for replacement of the synthetic turf and site amenities. Cost share with Arlington Public Schools (County 70/APS 30).

Park Master Plans $265,000

The Park Master Plans focus on completing or furthering parks that have Board-adopted park master plans or have undergone significant community planning efforts.

- **Park Master Planning: Rosslyn Highlands + $265,000**
  Rosslyn Highlands Park + will be a dynamic park in the heart of Rosslyn. The park is one component of a larger project that includes school, residential and office development. In the fall of 2015, Arlington County worked with the community to develop a conceptual plan for a new Rosslyn Highlands Park and the other public spaces associated with the Western Rosslyn Area Plan (WRAPS). The County Board adopted the park master plan in July 2016. These spaces include County and School properties, open space associated with an affordable housing project at the north side of 18th Street North and open space associated with a private development project. This project is for final design of the open space associated with the affordable housing project.

Information Technology $749,040

The majority of equipment, systems and information technology (IT) projects are funded under the master lease equipment finance program. The master lease program is a financing mechanism to acquire equipment, rolling stock, technology and systems that have useful lives ranging from three to ten years. These projects can be found under the Master Lease section of the budget.

Consistent with the adopted FY 2017 – FY 2026 CIP, the FY 2018 budget includes the first phase of implementation of the assessment and collection system replacement and the enterprise payment system. Funding for these projects are planned from revenue bonds due to the useful life of the systems and the large dollar value for each system. The revenue bonds can be amortized over the 20 year useful life of the assets and can be found under the Debt Service section of the budget.

Pay-As-You-Go (PAYG) funds are more flexible and can also be used to pay for equipment. The decision to use either master lease, revenue bonds or PAYG to pay for equipment depends on the type of equipment, affordability, and whether or not there are dedicated funding sources and timing of when the equipment needs to be purchased. The equipment planned to be funded with PAYG funds are listed below.

- **Courts Police and Detention Facility – Antenna Amplifier $405,000**
  These funds will be used to replace the Bi-Directional Amplifier/Distributed Antenna System in the Courts/Police building and the Detention Center. This system allows our safety personnel to communicate with each other while in those facilities and it has reached the end of its serviceable life.

- **Financial System Hosting and Replacement $200,000**
  These funds will be used to support the migration and implementation costs for the move to a new hosting vendor for our current Oracle ERP system (PRISM).

- **Electronic Summons System $144,040**
  Effective in FY 2015, the County began assessment of a $5.00 fee as part of the costs in each criminal or traffic case in the district or circuit courts for the use of purchasing 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. Once the citation is completed, the transaction data is 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 peripheral equipment such as handheld devices, portable printers, driver's license scanners and barcode readers as well as the maintenance required for the system. The FY 2018 PAYG budget reflects the projected annual revenue from the fees as well as reconciliation from FY 2016 actual revenues received under the FY 2016 budgeted amount.

Neighborhood Conservation **$500,000**

The Neighborhood Conservation (NC) Program funds public improvements in neighborhoods throughout the County for which the County Board has accepted Neighborhood Conservation Plans developed by civic associations. Projects include installation of curb, gutter, sidewalk, street lights, neighborhood signs, and landscape restoration, including tree installation; storm drainage improvements, including bio-retention basins; park enhancements and renovations; and reconfiguration of streets and intersections to address traffic management and increase pedestrian safety. Typically, the County funds the NC program through PAYG every year as well as bonds considered by voters every two years.

Land Acquisition **$1,976,000**

Funds in the program are set aside for land acquisition to take advantage of opportunities that arise for open space or other government uses.

Capital Contingent **$638,000**

The FY 2018 proposed budget continues funding for administrative support of capital projects tracking and reporting in the Department of Management and Finance ($133K). This was added in the FY 2015 adopted budget as one-time funding. Remaining balances ($505K) are contingency funds for a combination of earmarked projects and unplanned or unforeseen issues.

GENERAL CAPITAL PROJECTS FUND
FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1	**$ 97,213,377**	**$ 65,317,886**	**$ 87,907,183**	**$ 54,907,183**
REVENUES:				
Commonwealth of Virginia	7,787,831	-	-	-
Federal Government	10,578			
City of Falls Church	-	-	-	-
Charges for Services	1,528,052	-	-	-
Miscellaneous Revenue	3,035,323	-	-	-
Proceeds from Lease Purchase	5,418,570	-	-	-
TOTAL REVENUE	17,780,354	-	-	-
Transfers In (Out):	(400,000)			
Transfers In	19,890,523	11,615,946	11,615,946	11,536,387
TOTAL TRANSFERS IN (OUT)	19,490,523	11,615,946	11,615,946	11,536,387
TOTAL BALANCE, REVENUES AND TRANSFERS IN	134,484,254	76,933,832	99,523,129	66,443,570
EXPENDITURES:				
Capital Projects - Current Year	46,577,071	11,615,946	11,615,946	11,536,387
Capital Projects - Carry-Over		33,000,000	33,000,000	35,000,000
TOTAL CAPITAL EXPENDITURES	46,577,071	44,615,946	44,615,946	46,536,387
BALANCE, JUNE 30	**$ 87,907,183**	**$ 32,317,886**	**$ 54,907,183**	**$ 19,907,183**

Most capital projects span multiple years, from design to construction completion. The FY 2016 Actual and FY 2017 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 2018 adopted budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans and design and construction schedules.

<table>
<tr><th colspan="3">Transportation Maintenance Capital
FY 2018 Project List</th></tr>
<tr><td>Paving</td><td colspan="2">The inventory of streets is broken down as follows: 25 percent are arterial streets, 11 percent are collector streets and 64 percent are residential streets. The Pavement Condition Index (PCI) is updated annually and Arlington’s average PCI is currently 71. The County uses a variety of maintenance strategies to maintain streets as detailed below.</td></tr>
<tr><td>Program</td><td>Description</td><td>Funding</td></tr>
<tr><td>Hot Mix Overlay</td><td>Paving has been increased to 75 lane miles annually. This includes about three lane miles of streets without curb and gutter (five percent of funding). *There are additional one-time funds of $0.65M that will be spent in FY 2017.</td><td>$12,860,000</td></tr>
<tr><td>Slurry Seal</td><td>Slurry Seal extends the life of pavement on Residential Streets at a much lower per square yard cost. Program is based on approximately 40 lane miles being slurry sealed annually.</td><td>$400,000</td></tr>
<tr><td>Microsurfacing</td><td>Microsurfacing extends the life of pavement for Arterial Streets at a lower per square yard cost. Program is based on approximately 10 lane miles being microsurfaced annually.</td><td>$500,000</td></tr>
<tr><td>Re-Building of Streets</td><td>Re-builds include partial and total excavations of blocks to re-build the base and sub-base of roadways where significant roadway failure has occurred. Since 2008, an innovative process to stabilize soil with cement has reduced re-build costs by around 50 percent.</td><td>$750,000</td></tr>
<tr><td colspan="2">Subtotal Paving Program Only
Funding includes *PAYG ($2.6M) and GO Bonds ($11.9M)</td><td>$14,510,000</td></tr>
<tr><td>Other Transportation Maintenance Capital</td><td>Includes transportation systems & traffic signals, streetlights, ART rehabilitation & repairs, traffic calming, regulatory signage, and bus stop & shelter program.</td><td>$1,688,000</td></tr>
<tr><td colspan="2">GO Bonds are from the approved 2016 GO Bond Referenda
Total (PAYG $4.3M; Bonds $11.9M)</td><td>$16,198,000</td></tr>
</table>

Facilities Maintenance Capital Program FY 2018 Project List		
***Project Name - Description**	**PAYG (P) Bond (B)**	***Total**
1. **Shirlington Library / Signature Theater / Trades Center NOC- BAS Replacement** - Replace obsolete building automation system (BAS) with new. Due to advanced technology the system is obsolete. This is a companion project to Energy Management's FY 2018 Shirlington Library retro commissioning project.	$250,000 B	$250,000
2. **Solid Waste / Traffic Engineering & Operations Building-** Bundled refresh. Design and construction. Design HVAC replacement; building automation system (BAS), interior refresh.	$1,050,000 B	$1,050,000
3. **Central Library**- Replace all exterior doors due to deterioration for the doors and constant repairs of the doors.	$300,000 P	$300,000
4. **Courts Police Building** – Replace cooling tower, boiler, pumps and controls.	$295,000 P $2,108,000 B	$2,403,000
5. **Fire Station #2** - Replace overhead doors to garage bay.	$ 350,000 B	$ 350,000
6. **Generator Replacement** - Replaces 3 generators due to replacement parts no longer being available - included in FY16 closeout funds.	$600,000 P	$600,000
7. **CHP NOC-** Fire suppression system replacement – Replace existing Halon fire suppression system with a new fire suppression system for network operating centers (NOC's).	$110,000 P	$110,000
8. **Program Contingency**	$250,000 P	$250,000
PAYG **Bonds** *Total program funding includes new FY 2018 PAYG funding as well as approved bonds from the 2016 Referenda.	**$1,555,000** **$3,758,000**	**$5,313,000**

Facilities Design and Construction, FF&E Program FY 2018 PAYG Project List	
Project Name - Description	**Total**
1. **Central Library -** Replace furniture in the common areas of the Central Library. This would replace furniture in the Center for Local History, conference rooms and sitting areas. This would complement the modernization project of the Library that will take place in fiscal years 2017/2018.	$300,000
2. **Chair Replacement** - Systematic annual chair replacement program to replace task chairs throughout County facilities. Existing chairs ten years or older will be replaced, supportive of the industry standard for life span - allowing for the replacement of approx. 200 chairs per year. This year would start the second out of an eleven-year program.	$140,000
3. **Interior Maintenance Capital Improvement** - Systematic Capital Maintenance program that allows for the annual Interior refurbishment of flooring, wallpaper, painting and signage. Facility revitalization has been deferred over the past decade due to the lack of departmental funding sources. This program would enable the Facilities to be upgraded through a systematic ranking of needs based on yearly assessments of our 90+ buildings by internal staff.	$100,000
Total PAYG	**$540,000**

Energy Efficiency Capital Program FY 2018 PAYG Project List	
Project Name - Description	**Total**
1. **Signature Theater / Shirlington Library-** Point-by-point retro commissioning of Signature Theater and Shirlington Library with repairs as needed for building optimization, ten years after original building delivery. *This is a companion project to FMB's FY 2018 Siemens BAS panel replacement.	$99,000
Total PAYG	**$99,000**

Parks Maintenance Capital Program FY 2018 Project List		
Project Name - Description	**PAYG (P) Bond (B)**	***Total**
Bluemont Park – Design. The project is for replacement of tennis courts, lighting, restroom/storage, picnic shelter, parking lot, adjoining section of Four Mile Run Trail, site circulation, site furnishings, drainage, and landscaping.	$575,000 (B)	$575,000
Alcova Heights Park – Design and construction for replacement of basketball court, lights, restroom, playground, sand volleyball, picnic shelter, site circulation, site furnishings, signage, fencing, drainage and landscaping. This project will be broken into two phases per where 8th Street S. cuts the park in two. *(originally budgeted in the CIP at $4m for full project but will be reallocating $1.605m to Glencarlyn Picnic Shelter)*	$2,395,000 (B)	$2,395,000
Marcey Road Park – Design. The project is for replacement of the tennis courts, basketball court, lights, gazebo, site circulation, site furnishings, drainage and landscaping.	$350,000 (B)	$350,000
TJ Park – Framework plan and conceptual design. The project is for replacement of the tennis courts, basketball courts, lights, track, fitness stations, playground, athletic fields, entry feature, site circulation, site furnishings, signage, fencing, drainage, and landscaping.	$575,000 (B)	$575,000
Glencarlyn Picnic Shelter – Design and construction. The project includes the demolition, site work, replacement of the large picnic shelter and parking lot, site amenities (picnic tables, grills and trash cans), pathways, accessibility improvements, landscaping, tree protection and storm water facilities. (Will utilize a portion of the bond funds originally allocated to Alcova Heights for construction)	$370,000 (P) $1,605,000 (B)	$1,975,000
Capital Asset Manager – Maintenance Capital Program Staff. Staff resources to manage the capital asset program.	$150,000 (P)	$150,000
Field Fund Program – The fees assessed for rectangular fields are to support replacement and construction of synthetic turf fields in the County (annual estimate of $180,000). The fees assessed on diamond fields (annual estimate of $70,000) are to be used for specific diamond field enhancements, such as improved irrigation, batting cages, or accelerated sod replacement. Additional funds ($12,000) in FY 2018 are attributable to the September 2016 reconciliation of actual fees collected versus the projected Capital FY 2018 budget.	$262,000 (P)	$262,000
Feasibility Studies – These funds will provide the ability to conduct timely and relevant analysis and studies as opportunities arise. The program is meant for new planning initiatives that are outside current CIP projects. Examples are potential planning and analysis needs for parks and sites associated with site plan proposals, Arlington Public Schools proposals, affordable housing proposals, or land acquisition opportunities.	$150,000 (P)	$150,000
* Total program funding includes new FY 2018 PAYG funding as well as approved bonds from the 2016 Referenda. **PAYG** **GO Bond**	**$932,000** **$5,500,000**	**$6,432,000**

Synthetic Turf Program FY 2018 Project List		
Project Name - Description	**PAYG (P) Other (O)**	***Total**
Long Bridge Synthetic Field #1 (Marymount) - Design and construction. Replacement of synthetic field #1 (Marymount field) at Long Bridge. The project includes demolition, site work, replacement of the synthetic turf and Brock pad, site amenities (shade, flagpole, athletic equipment). Cost share with Marymount University (50-50).	$700,000 (P) $700,000 (O)	$1,400,000
TJ Synthetic Community Field - Design and construction. Replacement of synthetic field at TJ. The project includes demolition, site work, replacement of the synthetic turf, site circulation, site amenities (shade, fencing on the west end of field, athletic equipment, trash cans). Cost share with APS (County 70%, APS 30%)	$595,000 (P) $255,000 (O)	$850,000
* Total program funding includes new FY 2018 PAYG funding as well as contributions from other organizations. **PAYG** **Other**	**$1,295,000** **$955,000**	**$2,250,000**

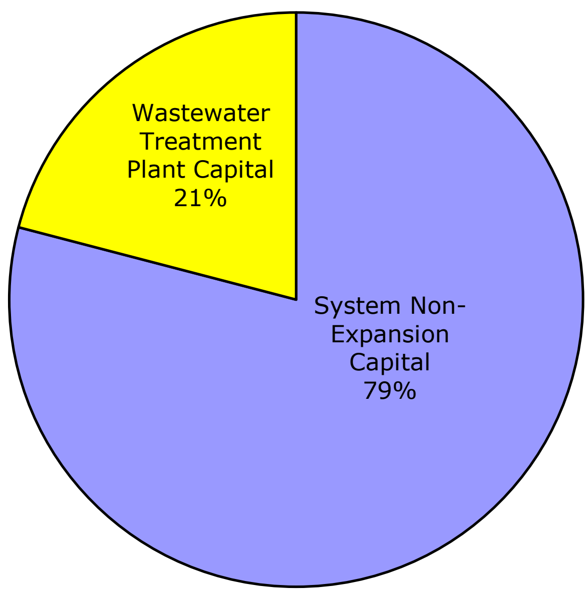
Park Master Planning		
Project Name - Description	**PAYG (P)**	***Total**
Rosslyn Highland Park + - Rosslyn Highlands Park + will be a dynamic park in the heart of Rosslyn. The park is one component of an even bigger project that includes school, residential, and office development. In the fall of 2015, Arlington County worked with the community to develop a conceptual plan for a new Rosslyn Highlands Park and the other public spaces associated with the Western Rosslyn Area Plan (WRAPS). These spaces include County and School property and an open space associated with an affordable housing project at the north side of 18th Street North and open space associated with a private development project. The park master plan was adopted by the County Board in July 2016. This project is for final design of the open space associated with the affordable housing project. The work was moved up from FY 2019 in the CIP in order to correspond to the timing of the affordable housing project on the same site.	$265,000 (P)	$265,000

Total FY 2018 Parks Capital Projects **PAYG** **GO Bonds** **Other**	**$2,492,000** **$5,500,000** **$955,000**	**$8,947,000**

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 2018 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 2018 PROPOSED PAYG BUDGET SUMMARY

PROGRAM CATEGORY	AMOUNT
UTILITIES	
Wastewater Treatment Plant Capital	$4,027,000
System Non-Expansion Capital	15,399,740
Total Project Cost	19,426,740
Less: Infrastructure Availability Fees & Other Revenue	5,855,100
Net Utilities Funds Support	**$13,571,640**

Note: Other revenue includes non-expansion Interjurisdictional revenue of $555,900 and a first installment reimbursement for the refuse and recycling share of the Utility Billing system.

FY 2018 PROPOSED UTILITIES BUDGET

Wastewater Treatment Plant Improvements (Non-Expansion) $4,027,000

- **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 ($2,000,000).

- **Solids Master Plan – Phase I (Biosolids Projects).** This funding is for biosolids processes that are beyond their useful life and in need of replacement. Some potential projects include primary clarifier internal mechanisms, scum concentrator replacement, gravity thickener upgrades, motor control center replacement in the Preliminary Treatment Building, and bar screens upgrades ($440,000). The Solids Master Planning process, approved in FY 2014 and currently in process, will include a condition assessment and provide replacement options and strategies for decision making.

- **Solids Master Plan – Phase II (Short Term Needs Projects).** This funding is for the second phase of implementation of the Solids Master Plan. It is for short term projects in which equipment is in need of replacement, but which can wait until the completion of the Master Plan so that equipment may be selected with the long term plan in mind. This funding could also be used to rehabilitate equipment to keep it running while the long term strategy is under design and construction. It is anticipated that these projects might include such items as the biological thickening system, sludge blending system, and the lime transfer system ($830,000).

- **Improvements to Eads Property**. Funding is for improvements to a property near the Water Pollution Control Plant that the County purchased in March 2010. This facility serves as the plant's off site warehouse, and is used for storage of larger and less frequently used items. Additionally, Arlington Transit (ART) has some offices within the facility. Per a memorandum of understanding dated November 23, 2011, the Transit Bureau contributes toward the cost of the site ($100,000).

- **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 ($657,000).

System Non-Expansion Capital **$15,399,740**

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. Fees 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.

- Non-expansion inflow and infiltration sanitary sewer capital repairs and replacements ($3,000,000)
- Water main replacement program ($2,500,000)
- Water main cleaning and re-lining projects ($1,800,000)
- Interconnection improvements ($1,000,000)
- Water/sewer frames & covers ($750,000)
- Sewer main replacement program ($500,000)
- Manhole rehabilitation ($500,000)
- Large diameter sewer rehabilitation/replacement ($500,000)
- Large diameter water main rehabilitation/replacement ($450,000)
- Technology enhancements ($250,000)
- Capital improvements at the Washington Aqueduct ($3,950,540), from which the County purchases drinking water. Arlington County pays approximately 16 percent of the capital costs for this organization.
- The Utility Billing System, managed by the Utilities Services Office, bills for water and sewer services, refuse and recycling services provided to single family, townhouse and duplex dwellings, and miscellaneous Solid Waste Bureau services. The Utilities Capital Projects Fund will advance the funding for the refuse and recycling share of the new system and it will be reimbursed from the general fund for its share of costs over a period of time that will depend on the final cost of the new system.

TOTAL UTILITIES BUDGET **$19,426,740**

UTILITIES CAPITAL PROJECTS FUND

FUND STATEMENT

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 RE-ESTIMATE	FY 2018 PROPOSED
ADJUSTED BALANCE, JULY 1	**$51,832,415**	**$46,649,915**	**$54,088,359**	**$54,688,359**
REVENUES:				
Infrastructure Availability Fees	5,474,990	5,000,000	5,000,000	5,000,000
Sewage Treatment Service Charges	60,110	1,371,000	1,371,000	555,900
Interest	328,868	100,000	100,000	100,000
Misc. Revenue	31,572	-	-	-
TOTAL REVENUE	5,895,540	6,471,000	6,471,000	5,655,900
Transfers In (Out):				
Transfer in from General Fund	-	-	-	199,200
Transfer In from Utilities Operating Fund	13,525,850	11,810,500	13,910,500	13,571,640
TOTAL TRANSFERS IN	13,525,850	11,810,500	13,910,500	13,770,840
TOTAL BALANCE, REVENUES AND TRANSFERS IN	71,253,805	64,931,415	74,469,859	74,115,099
EXPENDITURES:				
Capital Projects - Current Year	17,165,446	18,281,500	18,281,500	19,426,740
Capital Projects - Carry-Over	-	12,957,500	1,500,000	3,772,460
TOTAL CAPITAL EXPENDITURES:	17,165,446	31,239,000	19,781,500	23,199,200
BALANCE, JUNE 30	**$54,088,359**	**$33,692,415**	**$54,688,359**	**$50,915,899**

Most capital projects span multiple years, from design to construction completion. The FY 2016 Actual and FY 2017 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 2018 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans and design and construction schedules.

ARLINGTON
VIRGINIA

The County uses master lease financing to acquire equipment, rolling stock, furniture, and technology purchases that have useful lives ranging from three to ten years. Master lease financing is very flexible, allowing the County to finance projects with minimal transaction costs and on an "as needed" basis over the term of the master lease. Because of the short-term maturities of master lease financing, interest rates are typically lower than rates on long-term bonds. The County typically procures equipment using temporary funding sources, and then draws funds from the master lease financing institution to reimburse the temporary sources. The projects discussed below are recommended to be financed through the master lease program with related debt service costs funded through the General Fund Non-Departmental budget or the charge backs from the Auto Fund as appropriate.

FY 2018 Master Lease Funded Project Costs ($ in 000's)

Public Safety Mobile and Portable Radios	$4,275
Computer Aided Dispatch (CAD) Replacement Planning	350
Sheriff Live Scan System	225
Fire Command Vehicle Technology	150
Sheriff In-Car Cameras	150
Subtotal Public Safety	**$5,150**
End User Computing (formerly PC Replacement)	2,125
Network Core Sustainability	1,395
Server/Backup System/Data Storage	500
Public Safety Network Equipment	275
Enterprise Wireless	262
Video Conferencing	181
Subtotal Enterprise Technology and Equipment	**$4,738**
General Fund: Program Costs	**$9,888**
Auto Fund: Fire Vehicles	**$2,928**
TOTAL Project Costs	**$12,816**

The FY 2018 list of projects will replace aged and critical technology infrastructure and public safety equipment. The FY 2018 debt service budget of $7.6 million in the General Fund Non-Department budget for master lease is a three percent increase from the FY 2017 adopted level. Various public safety equipment, previously funded through one-time federal and state grants and other sources, have reached their end of life and must be refreshed. This annual debt service budget level will cover the financing costs (principal and interest) of the General Fund's base program projects listed in the table above and continue to cover debt service costs of capital projects previously approved.

The Master lease equipment financing also covers Fire Department vehicles that are budgeted through the Auto Fund. The debt service for these vehicles are paid from the Auto Fund and recovered through charge-backs to the department via the auto rental book charges in the annual budget.

Public Safety Mobile and Portable Radios $4,275,000

Mobile radios, used by public safety, are radios that are installed in County vehicles as well as used in the Emergency Communications Center (ECC) as part of the dispatch system. They provide way communication between the Emergency Communications Center and public safety vehicles. Portable radios are hand-held radios that allow for two-way communication with the Emergency Communications Center and all public safety agencies throughout the National Capital Region. Both mobile and portable radios for the Police Department, Sheriff's Department and Office of Emergency Management are due for replacement as these devices are reaching the end of their support on December 31, 2018 (FY 2019). Relying on equipment past the end of support increases the vulnerabilities posed to operational staff as equipment failure will reduce communication options between first responders and dispatch personnel and may increase response times to critical events. By planning in advance, funding of the radios can be phased over two years to allow for easier transition, training, and budget management. The FY 2017 funding covered the first half of the total costs. The second half is included in the FY 2018 proposed budget. The radios have a useful life of seven years. The total cost is $8.55 million and covers approximately 1,005 portable radios and 354 mobile radios and the supporting equipment such as batteries, chargers, cases, and microphones.

Computer Aided Dispatch (CAD) System Planning $350,000

The CAD is the core system used by ECC to receive requests for service and resources and transfer information to first responders. The system will be outdated by FY 2020 and will require an entire overhaul. In addition, Next Generation 9-1-1 technologies will force changes to CAD as well as every other critical technology system to public safety. This will lead to a modification, either small or large, on nearly every single technological platform. The FY 2018 request is for funds to assess the system and plan for its needs ahead of implementation.

Sheriff Live Scan and Portable Live Scan system $225,000

Virginia State Code requires the fingerprinting for all individuals arrested using a Live Scan system. This funding will replace the existing Live Scan and Portable Live Scan systems which are past their end of life. The system is tied to the State Police database and sends fingerprints obtained at the Detention Facility to the State Police automatically to provide identification of the individual.

Sheriff In-car Cameras $150,000

The Sheriff's Office currently has 10 in-car camera systems in the Warrant/Civil Process vehicles. This funding will replace the existing camera systems that are past their end of life. These cameras record activities inside and around the vehicles during calls for service. This provides an added layer of protection and accountability for deputies and the public.

Fire Command Vehicle Technologies $150,000

The Fire Mobile Command Vehicle is used during planned special events such as the Marine Corps Marathon and Army 10 Miler. The technology-based equipment inside the vehicle allows the incident commander to communicate in an array of different formats to units operating on the scene of the incident. The vehicle is also capable of becoming a mobile office space to support the Fire department or other County departments and can serve as a giant data port or Emergency Communications Center in the event of local, land-based communications failures due to natural or man-made events.

Technologies needing refreshment include servers, radios, personal computers and peripheral devices.

End User Computing **$2,125,000**

The End User Computing replacement program (formerly known as PC Replacement) works by refreshing the County's end user devices (PC's, laptops, tablets, etc.) on a four to five-year replacement cycle. This approach minimizes large capital outlays for these devices and keeps a large percentage of the inventory within warranty while being responsive to emerging technological trends. The Department of Technology Services (DTS) will continue to work with customers to identify the most appropriate devices necessary for the users' business needs. These funds will be used to replace approximately 1,700 devices.

Network Core Sustainability **$1,395,000**

Funds for network core sustainability provide for continuous refreshment of County network equipment as it reaches end of life and/or requires enterprise-level feature enhancements and upgrades. This equipment supports the entire enterprise and includes routers and switches that are the base for the County's voice, video, and data systems. Without sustainment funds, the voice and data network runs the risk of failure as equipment reaches end of life and/or becomes obsolete. This funding will be used to replace eight end of life hub switches, upgrade end of life optics (lasers) from 10G to 100G bandwidth for increased network core capacity, and the first year of equipment maintenance costs.

Server Refreshment **$500,000**

The server refreshment program replaces the County's storage servers based on a five-year replacement cycle. Without replacement, the applications that reside on these devices are at risk of failure. The FY 2018 budget will be used to replace approximately 10 physical host servers with the capacity of supporting 100 virtual servers along with associated software licenses, such as virtualization software, operating system, backup agents, and security software.

Public Safety Network Equipment Replacement **$275,000**

This funding replaces the existing radio equipment that supports the public safety network. This equipment will no longer be supported by the manufacturer after April 2019. Initial funding was approved in the FY 2017 adopted budget for $500,000 and the FY 2018 funding of $275,000 will complete the project so that the public safety network can be fully tested and operational before it is no longer supported.

Enterprise-wide Wireless Connectivity Expansion **$262,000**

These funds will be used to improve indoor wireless access and provide secure wireless coverage to all County-owned and staff occupied buildings, and public facing locations like community centers and libraries. The goal is for all of these facilities to have full wireless coverage by FY 2020.

Expanded Video Conferencing Capabilities **$181,000**

These funds will be used to address the growing need for County staff to convene in conference rooms for collaboration, interviews, training sessions and meetings using web conferencing services. Vendors, contractors and other County partners are increasing their usage of web conferencing services to interact with County staff and conduct County business. Approximately eight conference rooms are targeted for upgrade during this phase.

Auto Fund – Fire Vehicles **$2,928,000**

The fire pumpers were replaced in FY 2010 and have reached the end of the seven-year useful life. The $2,928,000 funding request will replace the six fire pumpers and also takes advantage of the back credit from the trade in of the old pumpers.

GLOSSARY

ACVS	Arlington Convention and Visitors Service
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
AED	Arlington Economic Development
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.
ALLOCATE	To set apart or earmark for a specific purpose.
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 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, 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.
CAFR	Comprehensive Annual Financial Report – the County's annual audit report.
CAMA	Commercial mass appraisal
CAP	Commuter Assistance Program

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.
CD	Community Development
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
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.
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.
DES	Department of Environmental Services
DHS	Department of Human Services
DMF	Department of Management and Finance
DPR	Department of Parks and Recreation (formerly called the Department of Parks, Recreation, and Cultural Resources – PRCR)
DR	Disaster Recovery
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, reducing the authorized staffing level.
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
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.
FAMIS	Family Access to Medical Insurance Security Plan, a Virginia program to provide medical coverage for low-income children without medical benefits.
FIR	Fire Department
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	In order to meet guideline reductions, 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.
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 (2,912 for uniformed firefighters) 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
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.
GRANICUS	A public hearing management system that was implemented in the County in April 2007. The system integrates the live web-casting of County Board meetings, access to meeting material, and the annotation of meeting minutes.
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.
GRAMS	The Government Response and Memorandum System is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. GRAM responses are used to both answer residents' questions and to inform all Board members on community issues.

HCV	Housing Choice Vouchers
HIV	Human Immunodeficiency Virus
HOME	The HOME Investment Partnership Act, a federal housing program
HRD	Human Resources Department
HUD	U. S. Department of Housing and Urban Development
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
LIHTC	Low Income Housing Tax Credit
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). The living wage rate is reviewed on an annual basis as part of the budget process.
LPACAP	Local Public Assistance Cost Allocation Plan
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
MASTER LEASE	Financing mechanism to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years.

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	See "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.
OEM	Office of Emergency Management
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.

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.
POL	Police Department
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."
PPTRA	Personal Property Tax Relief Act
PRD	Price related differential
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.
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.
RET	Retirement Board
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
SLY	Safety, Liquidity, and Yield
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.
SSI	Supplemental Security Income
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 on a block grant or 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 2017 real estate tax rate of $0.991 per $100 of assessed valuation (excluding the stormwater tax) on a $400,000 house would result in a real estate tax bill of $3,984 per year ($400,000 X 0.00991 = $3,964).

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.
VHDA	Virginia Housing & Development Authority
VIEW	Virginia Initiative for Employment Not Welfare Program
WIA	Workforce Investment Act
WMATA	Washington Metropolitan Area Transit Authority
WORKLOAD MEASURES	Represent the numerical inputs, outputs and/or outcomes of County operating programs.

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GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund [1]			Other Funds [2]			Total Government Funds		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
BEGINNING BALANCE	**$200,260,075**	**191,247,134**	**$167,202,664**	**$376,321,597**	**$331,442,202**	**$327,680,025**	**$576,581,672**	**$522,689,336**	**$494,882,689**
REVENUES									
Real Estate Tax	$675,717,874	$687,171,555	$710,452,190				$675,717,874	$687,171,555	$710,452,190
Personal Property Tax	111,768,491	112,052,147	115,452,147				111,768,491	112,052,147	115,452,147
BPOL Tax	60,181,386	57,020,000	63,088,073				60,181,386	57,020,000	63,088,073
Sales Tax	39,683,462	40,200,000	42,000,000				39,683,462	40,200,000	42,000,000
Transient Tax	24,106,373	25,000,000	25,450,000				24,106,373	25,000,000	25,450,000
Utility Tax	11,459,470	11,950,000	12,000,000				11,459,470	11,950,000	12,000,000
Consumption Usage Tax	762,229	800,000	800,000				762,229	800,000	800,000
Meals Tax	37,332,584	38,500,000	39,900,000				37,332,584	38,500,000	39,900,000
Communications Tax	7,314,146	7,500,000	7,100,000				7,314,146	7,500,000	7,100,000
Other Local Taxes	18,159,742	16,825,000	17,530,000				18,159,742	16,825,000	17,530,000
Subtotal Taxes	**986,485,757**	**997,018,702**	**1,033,772,410**				**986,485,757**	**997,018,702**	**1,033,772,410**
Licenses, Permits and Fees	9,846,558	10,217,950	10,766,100				9,846,558	10,217,950	10,766,100
Fines, Interest, Other	17,695,726	15,310,887	19,870,206				17,695,726	15,310,887	19,870,206
Charges for Services	54,490,980	56,404,254	58,738,257				54,490,980	56,404,254	58,738,257
Miscellaneous	17,118,376	1,496,088	1,234,950				17,118,376	1,496,088	1,234,950
Revenue from State	71,790,714	72,877,877	73,140,683				71,790,714	72,877,877	73,140,683
Revenue from Federal Govt.	17,035,639	14,455,320	15,174,207				17,035,639	14,455,320	15,174,207
Subtotal Other	**187,977,993**	**170,762,376**	**178,924,403**				187,977,993	170,762,376	178,924,403
TOTAL REVENUES	**1,174,463,750**	**1,167,781,078**	**1,212,696,813**	**251,346,994**	**224,645,742**	**242,495,951**	**1,425,810,744**	**1,392,426,820**	**1,455,192,764**
TRANSFERS IN	909,618	5,879,689	2,690,347	33,348,481	24,294,363	14,452,975	34,258,099	30,174,052	17,143,322
TOTAL BALANCES, REVENUES, & TRANSFERS IN	**$1,375,633,443**	**$1,364,907,901**	**$1,382,589,824**	**$661,017,072**	**$580,382,307**	**$584,628,951**	**$2,036,650,515**	**$1,945,290,208**	**$1,967,218,775**
EXPENDITURES									
Operating Expenses	$610,268,317	$609,676,221	$629,747,897	$225,369,058	$251,544,383	$244,522,645	$835,637,375	$861,220,604	$874,270,542
Metro Operations	30,328,935	30,343,315	36,239,655				30,328,935	$30,343,315	36,239,655
Capital Outlay	19,890,523	11,615,946	11,536,387				19,890,523	$11,615,946	11,536,387
Contingents - General/Other	-	3,250,000	4,250,000				-	3,250,000	4,250,000
Contingents - Housing Fund	-	13,719,786	13,719,786				-	13,719,786	13,719,786
Subtotal	**660,487,775**	**668,605,268**	**695,493,725**	**225,369,058**	**251,544,383**	**244,522,645**	**885,856,833**	**920,149,651**	**940,016,370**
Debt Service	58,680,401	61,267,819	62,964,345	35,021,012	34,687,034	37,386,087	93,701,413	95,954,853	100,350,432
Subtotal County	**719,168,176**	**729,873,087**	**$758,458,070**	**260,390,070**	**286,231,417**	**281,908,732**	**979,558,246**	**1,016,104,504**	**1,040,366,802**
Schools Transfer	464,986,649	466,964,233	478,941,119				464,986,649	466,964,233	478,941,119
Subtotal Schools	**464,986,649**	**466,964,233**	**478,941,119**				**464,986,649**	**466,964,233**	**478,941,119**
TOTAL EXPENDITURES	**1,184,154,825**	**1,196,837,320**	**1,237,399,189**	**260,390,070**	**286,231,417**	**281,908,732**	**1,444,544,895**	**1,483,068,737**	**1,519,307,921**
TOTAL CARRYOVER	**-**	**-**	**-**	**(218,773)**	**49,927,574**	**39,187,486**	**(218,773)**	**-**	**39,187,486**
TRANSFERS OUT	231,484	867,917	852,335	13,756,474	11,964,600	13,701,640	13,987,958	12,832,517	14,553,975
TOTAL EXP., CARRYOVER, & TRANSFERS	**$1,184,386,309**	**$1,197,705,237**	**$1,238,251,524**	**$273,927,771**	**$348,123,591**	**$334,797,858**	**$1,458,314,080**	**$1,545,828,828**	**$1,573,049,382**
ENDING BALANCE	**$191,247,134**	**$167,202,664**	**$144,338,300**	**$387,089,301**	**$232,258,716**	**$249,831,093**	**$578,336,435**	**$399,461,380**	**$394,169,393**

Footnotes:
[1] Certain portions of fund balance have been reserved or designated by the County Board for specific purposes (See CAFR).
[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.

GOVERNMENTAL FUNDS' SUMMARIES

	Ballston Business Improvement District			Rosslyn Business Improvement District			Crystal City Business Improvement District		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
BEGINNING BALANCE	$47,353	$52,592	$30,918	$108,211	$152,681	$176,793	$22,908	$26,447	$59,597
TOTAL REVENUES	1,538,692	1,610,085	1,539,333	3,494,278	3,614,586	3,813,445	2,528,683	2,588,141	2,681,991
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	1,586,045	1,662,677	1,570,251	3,602,489	3,767,267	3,990,238	2,551,591	2,614,588	2,741,588
EXPENDITURES									
Operating Expenses	1,514,794	1,582,173	1,500,849	3,449,310	3,586,538	3,799,566	2,514,190	2,523,437	2,614,941
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	1,514,794	1,582,173	1,500,849	3,449,310	3,586,538	3,799,566	2,514,190	2,523,437	2,614,941
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	1,514,794	1,582,173	1,500,849	3,449,310	3,586,538	3,799,566	2,514,190	2,523,437	2,614,941
ENDING BALANCE	$71,251	$80,504	$69,402	$153,179	$180,729	$190,672	$37,401	$91,151	$126,647

	Community Development Fund			Section 8 Fund			Utilities Fund		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
BEGINNING BALANCE	$ -	$ -	$ -	$213,497	$549,177	$247,198	$20,992,953	$18,425,263	$16,662,300
TOTAL REVENUES	1,467,802	1,219,919	1,221,085	17,709,750	17,688,349	18,844,787	98,710,053	99,783,277	101,839,411
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	1,467,802	1,219,919	1,221,085	17,923,247	18,237,526	19,091,985	119,703,006	118,208,540	118,501,711
EXPENDITURES									
Operating Expenses	1,467,802	1,219,919	1,221,085	17,709,750	17,688,349	18,844,787	53,700,172	57,006,044	57,969,344
Debt Service	-	-	-	-	-	-	33,035,128	32,450,734	31,808,987
TOTAL EXPENDITURES	1,467,802	1,219,919	1,221,085	17,709,750	17,688,349	18,844,787	86,735,300	89,456,778	89,778,331
TOTAL CARRYOVER	-	-	-	(218,773)	182,494	119,906	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	13,626,474	11,810,500	13,571,640
TOTAL EXP., CARRYOVER, & TRANSFERS	1,467,802	1,219,919	1,221,085	17,490,977	17,870,843	18,964,693	100,361,774	101,267,278	103,349,971
ENDING BALANCE	$ -	$ -	$ -	$432,270	$366,683	$127,292	$19,341,232	$16,941,262	$15,151,740

GOVERNMENTAL FUNDS' SUMMARIES

	Automotive Equipment Fund			Printing Fund			Stormwater Fund		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
BEGINNING BALANCE	$9,927,466	$5,998,121	$9,069,562	$78,631	$78,615	$30,561	$21,349,762	$20,317,018	$16,544,966
TOTAL REVENUES	19,641,490	17,713,712	17,847,417	1,990,768	1,902,106	2,237,588	9,185,040	9,801,470	10,159,660
TRANSFERS IN	100,624	-	185,835	231,484	241,769	249,600	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	29,669,580	23,711,833	27,102,814	2,300,883	2,222,490	2,517,749	30,534,802	30,118,488	26,704,626
EXPENDITURES									
Operating Expenses	18,054,168	17,078,334	16,033,276	2,285,306	2,122,387	2,469,285	8,430,072	9,777,370	10,159,660
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	18,054,168	17,078,334	16,033,276	2,285,306	2,122,387	2,469,285	8,430,072	9,777,370	10,159,660
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	130,000	130,000	130,000	-	-	-	-	24,100	-
TOTAL EXP., CARRYOVER, & TRANSFERS	18,184,168	17,208,334	16,163,276	2,285,306	2,122,387	2,469,285	8,430,072	9,801,470	10,159,660
ENDING BALANCE	$11,485,412	$6,503,499	$10,939,538	$15,577	$100,103	$48,464	$22,104,730	$20,317,018	$16,544,966

	Ballston Garage			Ballston Garage - 8th Level			CPHD Development Fund		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
BEGINNING BALANCE	$14,111,245	$11,799,905	$5,807,495	$577,262	$800,871	$924,666	$18,379,402	$17,945,373	$12,506,052
TOTAL REVENUES	4,076,858	3,569,147	3,250,771	374,269	262,102	246,600	15,095,796	14,809,496	14,838,948
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	18,188,103	15,369,052	9,058,266	951,531	1,062,973	1,171,266	33,475,198	32,754,869	27,345,000
EXPENDITURES									
Operating Expenses	4,140,465	8,921,555	3,908,976	176,989	111,978	1,091,900	15,984,063	19,918,105	20,230,219
Debt Service	1,313,435	1,574,300	4,904,100	-	-		-	-	
TOTAL EXPENDITURES	5,453,900	10,495,855	8,813,076	176,989	111,978	1,091,900	15,984,063	19,918,105	20,230,219
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	5,453,900	10,495,855	8,813,076	176,989	111,978	1,091,900	15,984,063	19,918,105	20,230,219
ENDING BALANCE	$12,734,203	$4,873,197	$245,190	$774,542	$950,995	$79,366	$17,491,135	$12,836,764	$7,114,781

GOVERNMENTAL FUNDS' SUMMARIES

	Transportation Capital Fund			Utilities Fund Capital			General Capital - PAYG		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
BEGINNING BALANCE	$131,992,072	$131,992,072	$141,721,265	$51,832,415	$46,649,915	$54,688,359	$97,213,377	$65,317,886	$54,907,183
TOTAL REVENUES	47,353,028	36,597,752	38,323,698	5,895,540	6,471,000	5,655,900	17,780,354	-	11,536,387
TRANSFERS IN	-	-	-	13,525,850	11,810,500	13,770,840	19,490,523	11,615,946	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	179,345,100	168,589,824	180,044,963	71,253,805	64,931,415	74,115,099	134,484,254	76,933,832	66,443,570
EXPENDITURES									
Operating Expenses	30,956,392	71,610,000	64,350,000	17,165,446	18,281,500	19,426,740	46,577,071	11,615,946	11,536,387
Debt Service	672,449	662,000	673,000	-	-		-	-	
TOTAL EXPENDITURES	31,628,841	72,272,000	65,023,000	17,165,446	18,281,500	19,426,740	46,577,071	11,615,946	11,536,387
TOTAL CARRYOVER	-	-	-	-	12,957,500	3,772,460	-	33,000,000	35,000,000
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	31,628,841	72,272,000	65,023,000	17,165,446	31,239,000	23,199,200	46,577,071	44,615,946	46,536,387
ENDING BALANCE	$147,716,259	$96,317,824	$115,021,963	$54,088,359	$33,692,415	$50,915,899	$87,907,183	$32,317,886	$19,907,183

	Columbia Pike TIF			Crystal City TIF			Travel & Tourism Promotion Fund		
	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed	FY 2016 Actual	FY 2017 Revised	FY 2018 Proposed
BEGINNING BALANCE	$209,168	$63,220	$365,479	$9,265,875	$11,273,046	$13,937,631	$ -	$ -	$ -
TOTAL REVENUES	308,369	952,180	881,550	4,196,224	4,812,420	6,304,880	-	1,250,000	1,272,500
TRANSFERS IN	-	-	-	-	-	-	-	626,148	246,700
TOTAL BALANCE & REVENUES & TRANSFERS IN	517,537	1,015,400	1,247,029	13,462,099	16,085,466	20,242,511	-	1,876,148	1,519,200
EXPENDITURES									
Operating Expenses	-	952,180	881,550	1,243,068	5,672,420	6,964,880	-	1,876,148	1,519,200
Debt Service	-	-	-	-	-	-	-	-	
TOTAL EXPENDITURES	-	952,180	881,550	1,243,068	5,672,420	6,964,880	-	1,876,148	1,519,200
TOTAL CARRYOVER	-	-	-	-	3,787,580	295,120	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	-	952,180	881,550	1,243,068	9,460,000	7,260,000	-	1,876,148	1,519,200
ENDING BALANCE	$517,537	$63,220	$365,479	$12,219,031	$6,625,466	$12,982,511	$ -	$ -	$ -

SELECTED FISCAL INDICATORS: FY 2009 - FY 2018

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Proposed
DOLLARS (IN MILLIONS)										
Total All Operating Funds	$1,295.6	$1,301.4	$1,256.7	$1,304.0	$1,360.4	$1,416.2	$1,479.3	$1,528.2	$1,550.2	$1,603.9
General Fund Expenditures	924.3	951.1	967.2	1,014.5	1,082.4	1,101.4	1,173.0	1,184.4	1,197.7	1,238.3
State/Federal Revenue	88.1	86.8	90.7	88.5	80.1	86.0	85.2	88.8	87.3	88.3
METRO Operating Subsidy	18.4	20.5	21.5	24.5	25.5	28.2	29.9	30.3	30.3	36.2
County Govt. Debt Service	46.5	52.3	52.9	53.9	54.2	55.9	68.0	62.9	61.3	63.0
School Operating Fund	356.0	345.8	368.3	365.4	417.7	405.9	434.8	462.4	485.5	501.3
Operating Transfer	307.3	293.4	318.2	317.0	357.4	355.8	386.9	400.0	405.7	417.3
School Debt Service	32.1	31.4	33.2	34.8	35.4	42.9	44.1	44.5	46.7	49.2
Utilities Enterprise Fund	63.2	70.8	76.1	80.1	86.1	87.0	86.2	86.7	89.5	89.8
Community Development (CDBG)	1.7	2.0	2.0	1.9	4.5	2.8	1.2	1.5	1.2	1.2
Bonded Indebtedness (1)	624.0	638.9	766.1	802.0	892.4	886.5	898.5	882.5	951.4	951.4
SHARES										
School Operating Fund as a Percentage of Total Funds	27.5%	26.6%	29.3%	28.0%	30.7%	28.7%	29.4%	30.3%	31.3%	31.3%
School Operating Transfer as a Percentage of General Fund	33.3%	30.8%	32.9%	31.2%	33.0%	32.3%	33.0%	33.8%	33.9%	33.7%
Total Debt service as a Percentage of General Fund Expenditures	8.5%	8.2%	8.7%	8.1%	8.3%	8.4%	8.5%	8.2%	8.1%	8.4%
Debt as a Percentage of Est. Actual Property Value (1)	1.1%	1.2%	1.3%	1.3%	1.4%	1.3%	1.2%	1.2%	1.3%	1.5%
PEOPLE										
Resident Population (2)	209,300	212,200	210,280	211,700	212,900	215,000	216,700	220,400	223,500	224,500
At Place Employment (2)	206,800	207,800	210,200	227,500	228,700	220,600	221,700	211,000	211,600	217,000
County FTE's (3)	3,822.2	3,820.6	3,832.5	3,722.1	3,768.5	3,790.0	3,838.7	3,872.8	3,939.1	3,980.7
School Operating Fund FTE's	3,349.3	3,428.5	3,448.8	3,614.2	3,726.6	3,794.8	3,914.8	4,271.7	4,297.5	4,436.0
School Enrollment (4)	19,534	20,233	21,241	21,841	22,613	23,316	24,213	25,238	26,152	27,197

NOTES:

(1) Includes General and Schools General Obligation Debt but excludes debt paid from Enterprise Funds.

(2) Resident Population and At Place Employment are taken from the Arlington County Profile for FY 2008 through FY 2016. FY 2017 and FY 2018 population and employment numbers reflect MWCOG Forecast Round 9.0.

(3) County FTEs include 102.25 FTEs that are unfunded in FY 2010, and 159.55 that are unfunded in FY 2011.

(4) School enrollment as of September 30 during the FY; enrollment is projected for the upcoming FY.

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 worksheets to the departments. The budget preparation worksheets are part of the County's integrated accounting/purchasing/budget/human resources enterprise resource planning (ERP) program known as PRISM.

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 and 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 as soon as they are 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 and Ballston Public Parking Garage), Internal Service Funds, and Pension Trust Funds are recorded using the accrual basis of accounting - revenues are recorded when earned and expenditures are recorded when the associated liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on the basis of Generally Accepted Accounting Principles (GAAP). Effective in Fiscal Year 2002, in order to be in compliance with GAAP, 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, within the Enterprise Funds, 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. **or**	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		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 **or**	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		
	Accounting clean-up in preparation for close of fiscal year, including accrual entries							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 (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 (even years). Various boards and commissions review CIP.	County Board adopts CIP (even years) NOTE: Date could slide to July	
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	

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 five elements: the General Land Use Plan, the Water Distribution System Master Plan, the Sanitary Sewer System Master Plan, the Storm Sewer Plan, and the 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 include the Recycling Program Implementation Plan and Map in 1990, the Chesapeake Bay Preservation Ordinance and Plan in 1992, the Open Space Master Plan (now the Public Spaces Master Plan) in 1994, the Chesapeake Bay Preservation Ordinance and Plan in 2001, the Historic Preservation Master Plan in 2006, the Community Energy Plan in 2013, and the Affordable Housing Master Plan in 2015.

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 the following general principles:

- 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 Jefferson Davis 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 Commercial Revitalization Program concentrates public capital improvements and County services in these areas to stimulate private reinvestment.

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 General Land Use 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
- Storm Water Master Plan
- Water Distribution System Master Plan
- Sanitary Sewer Collection System Master Plan
- Recycling Program Implementation Plan and Map
- Chesapeake Bay Preservation Ordinance and Plan
- Public Spaces Master 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 Department of Community Planning, Housing, and Development website. A description of each element and the name of the agency responsible for that element follows:

General Land Use Plan

The General Land Use Plan 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. Since its initial printing, there have been numerous updates and amendments to the General Land Use Plan. The last reprinting of the General Land Use Plan occurred in 2011, but the web version contains updates through June 30, 2014.

Any person may request a change to the General Land Use Plan by writing a letter to the Chairman of the County Board identifying the specific area and requested General Land Use Plan designation.

Master Transportation Plan

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. An update to the bike element of the Master Transportation Plan is anticipated to occur in 2018.

The Master Transportation Plan 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.

In October 2004, the Arlington County Board directed the Transportation Commission and County staff to undertake an update of the County's Master Transportation Plan. Between 2007 and 2011, the following eight sub-elements were adopted by the County Board and now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007), 2) Map Element (2007), 3) Bicycle Element (2008), 4) Pedestrian Element (2008), 5) Transportation Demand and System Management Element (2008), 6) Transit Element (2009), 7) Parking and Curb Space Management Element (2009), and 8) Streets Element (2011).

Storm Water Master Plan

The County Board originally adopted the Storm Sewer Plan in 1957. In 1975, the Army Corps of Engineers prepared the Four Mile Run Watershed Runoff Control Program Hydrology Report, which included a computer model of the watershed. The purpose of this study was to ensure that the capacity of the Four Mile Run Flood Control Channel would not be exceeded for 100 years.

In September 1996, the County Board adopted the Storm Water Master Plan to replace the 1957 Storm Sewer Plan. The Storm Water Master Plan prioritizes individual watersheds for detailed hydrologic, hydraulic, and water quality analyses and addresses new state and federal environmental laws and regulations, floodplain management issues, concerns regarding stream valley conditions, new technology, design methods, and engineering practices.

Water Distribution System Master Plan

The Water Distribution System Master Plan, adopted by the County Board in September 1992, 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 September 2014, the Plan was updated to address the challenges of an aging infrastructure by setting recommended investments and policy guidance.

Sanitary Sewer Collection 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.

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.

Chesapeake Bay Preservation Ordinance and Plan

Arlington County was required to adopt a new Chesapeake Bay element of its Comprehensive Plan, under the provisions of 9 VAC 10-20-220(A)(2). The purpose of the Chesapeake Bay Preservation Plan is to satisfy this requirement of the Chesapeake Bay Preservation Area Designated and Management Regulations. The plan addresses the following issues: Arlington County's water resources; existing and potential sources of pollution; existing County programs that address water quality management; policies and programs that relate to the County's implementation of the Chesapeake Bay Preservation Ordinance; and implementation measures to protect and improve the County's streams and riparian buffers adjacent to streams.

The Chesapeake Bay Preservation Plan was closely coordinated with the County's adopted Watershed Management Plan. Both plans recommend a consistent phased implementation plan. This implementation plan reflects the results of a comprehensive inventory of County streams conducted during the summer of 1999, as well as recommendations of the Chesapeake Bay Preservation Task Force, which presented a report to the County Board in July 2000.

Public Spaces Master Plan

The Public Spaces Master Plan provides policy guidance for the future of Arlington's public space. The plan is designed to establish the overall character, extent, and location of public space. The plan includes objectives, strategies, and recommended actions designed to ensure the provision of an adequate supply of beneficial public space, which is safe, accessible, and enjoyable for this and future generations in the County. The Public Spaces Master Plan also identifies open space deficiencies and potential acquisition sites. The plan sets forth six major objectives to guide policy-making, public investments, and County management of public spaces during the next two decades. The objectives are to balance acquisition and development of public spaces; preserve and enhance the environment; improve access and usability; enhance arts, culture and history; develop and enhance partnerships; and manage assets effectively. The Department of Parks and Recreation began working on an update to the Public Spaces Master Plan in early 2015. The update is expected to be completed in 2017.

Arlington's Urban Forest Master Plan, an-element of the Public Spaces Master Plan, 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. The Department of Parks and Recreation will update the Urban Forest Master Plan in 2017/2018 after completion of the updated Public Spaces Master Plan, using new satellite imagery to analyze tree canopy coverage and set canopy goals.

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 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 a confluence of civic, residential, and commercial activities, as well as an opportunity for public art as provided by a Capital Improvement Program or other major capital project within which the public art would be an integrated component. 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 is currently being drafted.

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 and County history in general. The document also serves as a guide to communicate the historic preservation policy of the County Board to citizens, 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.

Community Energy Plan

In June 2013, the County Board adopted the Community Energy Plan (CEP). The purpose of the CEP is to define energy goals and describe the energy policies that will help Arlington remain economically competitive, environmentally committed, and have secure energy sources. The plan sets broad goals and policies of a sustainable community over the next thirty to forty years. It is intended to assist in ensuring that development in the County occurs in a coordinated, economically competitive, energy secure, and environmentally committed manner that best promotes the health, safety, prosperity, and general welfare of the County's residents and businesses. Accompanying the CEP is the Community Energy Plan Implementation Framework (CEP Implementation Framework). The CEP Implementation Framework lays out the strategies that the County will deploy as well as the tools – both existing and potential – that could be used to advance the goals and policies of the CEP. The County will work with stakeholders to ensure CEP implementation improves Arlington's economic competitiveness, energy security, and environmental commitment. The first update to the plan will be in 2018.

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 (AHI Framework). The AHI 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.

Arlington County Profile

...coming soon