

## *GLOSSARY*

ACVS	Arlington Convention and Visitors Service
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
ACFD	Arlington County Fire Department
ACFR	Annual Comprehensive Financial Report – the County’s annual audit report.
AEC	Arlington Employment Center
AED	Arlington Economic Development
AHC	Arlington Housing Corporation
AHIF	Affordable Housing Investment Fund
AID TO LOCALITIES	Financial assistance in the form of grants, reimbursements for personnel services, local portions of fee and tax revenues, and any other monies allocated to local jurisdictions by the Commonwealth of Virginia.
AIRE	Arlington Initiative to Rethink Energy
ALLOCATE	To set apart or earmark for a specific purpose.
ARPA	The American Rescue Plan Act is a federal economic stimulus bill passed on March 11, 2021 that provides funding, program changes, and tax policies aimed at mitigating the continuing effects of the COVID-19 pandemic. One component of ARPA is to provide \$350 billion to help states, counties, cities, and tribal governments cover increased expenditures, replenish lost revenue, and mitigate economic harm from the COVID-19 pandemic. Funding should cover costs incurred by December 31, 2024.
APPROPRIATION	A legal authorization approved by the County Board to expend or obligate a specific level of funds for an approved program. The County Board appropriates funds for programs by department or agency, and the County Manager has the authority to approve transfer of funds within a department or agency. The County Board sets an initial appropriation for each fiscal year and then may amend that appropriation during the course of the fiscal year, as it deems necessary (see Supplemental Appropriation).
APS	Arlington Public Schools

ART	Arlington Transit
ASSESS OR ASSESSMENT	(1) As a verb, the process of making the official valuation of property for purposes of taxation. (2) As a noun, the value set for a particular piece of property by the assessor.
AUTHORIZED FULL TIME EQUIVALENTS (FTEs)	The full count of staff positions approved by the County Board.
BALANCED BUDGET	The County Manager annually proposes, and the County Board adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also executes the budget each year so that expenditures will not exceed revenues.
BASE BUDGET	Terminology used in the Proposed Budget document referring to the budget as proposed by the County Manager. It does not include Program Change Proposals, Strategic Initiatives, or Policy Priorities that have not been funded within the base budget.
BID	Business Improvement District. A designated portion of the County in which the property owners are levied a special tax assessment to fund improvements and enhancements in that area. The first BID to be designated was in Rosslyn in 2002. A second BID in Crystal City was designated in 2006, and a third in Ballston was established in January 2011.
BOND FINANCING	Refers to the method of financing capital improvement projects. Arlington County generally sells capital improvement general obligation bonds. The bonds are issued for a 20-year period and repaid on a level principal basis. Arlington County must seek voter approval to issue general obligation bonds in November of even-numbered calendar years.
BPOL	Business, Professional, and Occupational License Tax
BUDGET	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, as well as identifies the revenues necessary to finance the plan. The annual County budget is established by County Board resolution.
BUDGET GUIDELINE	The explicit dollar amount given to each department or agency for its operating budget ceiling. The budget guidelines are calculated initially by the Department of Management and Finance (DMF), and approved and agreed upon by each department or agency. Each guideline is developed considering the issues facing the department as well as the overall financial position of the County government.

BUDGET PLANNING ESTIMATE	Budget guidance founded upon projected revenues, established by the County Board, directing the County Manager's preparation of the Proposed Budget, including a transfer for the School Board.
BUDGET REDUCTION	Items, programs, or positions specifically identified within a department or division which have been removed from the department or division's base budget to generate savings to the General Fund or other funds. Budget reductions may also be achieved through revenue increases, which reduce the reliance on net tax support.
CAPITAL PROJECT	Purchase or construction of an item or system that generally has a value of at least \$100,000 and has a useful life of 10 years, or purchase of an information technology system enhancement with a value of at least \$25,000.
CARRYOVER	Refers to the process of transferring specific funds, encumbrances, and obligations previously approved by the Board from the end of one fiscal year to the next fiscal period.
CARES	The Coronavirus Aid, Relief and Economic Security Act
CDCAC	Community Development Citizens Advisory Committee
CDBG	Refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve the housing, neighborhood, and economic conditions of Arlington County's low- and moderate-income residents through a comprehensive approach to planning and implementing programs and activities.
C&I	Commercial and Industrial Property Tax
CMO	County Manager's Office
CSBG	Community Services Block Grant
CHARGE OUT/BACK	Refers to the process by which departments assess the costs that pertain to capital project design and implementation contained in their budgets to pay-as-you-go and bond funds. This procedure removes the expense from the department's budget.
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
CONSTITUTIONAL OFFICES	Refers to the offices or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. In Arlington, the Sheriff, Treasurer, Commissioner of Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney are the five Constitutional Officers.

CONTINGENT	Funds set aside to provide for unforeseen expenditures or new projects initiated after the fiscal year has begun, e.g., General Fund General Contingent or Affordable Housing Investment Fund Contingent.
COOP BUDGET	Referring to the State Cooperative Health Budget, it is a revenue paid to the County by the Virginia Department of Health as set forth in the contract for the local administration of health services.
COVID-19	Coronavirus Disease 2019
CPHD	Department of Community Planning, Housing and Development
CPI	Consumer Price Index. This measure, which is produced by the United States Bureau of Labor Statistics, estimates the average price of consumer goods and services purchased by households.
CRITICAL MEASURE	A type of outcome measure that indicates how well a program is performing key services to achieve program goals and objectives.
CSA	Comprehensive Services Act for Youth and Families
CSB	Community Services Board (also known as the ACSB, Arlington Community Services Board). A County Board appointed board which has by authority of the code of Virginia oversight over mental health, intellectual disability, and substance abuse services in the County.
CY	Calendar Year
DCJS	Department of Criminal Justice Services
DEBT SERVICE	The amount of principal and interest that the County pays on its bond financing.
DEPARTMENT	An entity, such as the Department of Human Services, that coordinates services in a particular area.
DEPRECIATION	A systematic accounting method used to decrease an assets' value on the books in pace with its condition as its used over its expected life span.
DES	Department of Environmental Services
DHS	Department of Human Services
DMF	Department of Management and Finance
DPR	Department of Parks and Recreation
DPSCEM	Department of Public Safety Communications and Emergency Management (formerly called the Office of Emergency Management - OEM)

DROP	Deferred Retirement Option Program
DTS	Department of Technology Services
ELIMINATED FTE	A full-time equivalent position specifically identified within a department or division which has been removed from the department or division's base budget and is no longer authorized to be filled.
ENCUMBRANCES	Funds set aside to pay for contracted goods and services. Encumbrances represent the dollar amount to be paid upon completion of the contract.
ENTERPRISE FUND	Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users. The Utilities Fund and the CPHD Development Fund are the County's two primary enterprise funds.
ERMS	Electronic Records Management System
ET3 Program	The Fire department's Triage Treat and Transport (ET3) program that provides telemedicine and in-person qualified healthcare practitioner consultations.
EXPENDITURES	Outflows of cash or liabilities incurred as a result of rendering services or carrying out other activities that constitute the entity's ongoing or major operations.
FISCAL YEAR	In Arlington County, the 12 months beginning July 1 and ending the following June 30th. (The federal government's fiscal year begins October 1.)
FRINGE BENEFITS	The fringe benefit expenditures included in the budget are the County's share of the costs above base salary for employees, due to additional benefits provided or federally mandated costs. Major fringe benefits provided by Arlington County include: retirement, FICA, health insurance, life insurance, and transit subsidies. The amount of the fringe benefit is based on a percentage of an employee's salary or a set amount. Other County benefits include unemployment and worker's compensation and disability insurance. Fringe benefits costs are borne by the County and the employee in most cases.
FROZEN FTE	The number of full-time equivalent positions for which the resources to support the positions are not included in the budget. In order to meet budget guidelines, some departments elect to hold positions vacant for the coming fiscal year. In doing this, the authorization for the position remains with the department, but the dollars needed to fund the position have been removed from the base budget. County Departments' are prohibited from hiring these positions.

FSA	A flexible spending account (FSA) is an account that allows an employee to set aside a portion of earnings to pay for qualified expenses, most commonly for medical expenses and dependent care. Money deducted from an employee's pay into an FSA is not subject to payroll taxes.
FULL-TIME EQUIVALENT (FTE)	The measure of authorized personnel. It is calculated by equating 2,080 hours of work per year (2,600 for uniformed firefighters as of FY 2023) with the full-time equivalent of one position (referred to in the budget as an FTE).
FUND	A separate accounting unit comprised of its own specific revenues and expenditures, and assets and liabilities. Each fund in the County's accounting structure is established to segregate a particular set of fiscal activities. Separate funds, established by the County, include the General Fund, which is the general operating fund of the County and is used to account for general government revenues and expenditures; the School Operating Fund, which details revenues and expenditures for the County's public school system; and the Utilities Fund, which details the fiscal activities of the County's water, sewer, and wastewater treatment plant. Other funds are established to isolate capital expenditures as well as inter-governmental service organizations, which sell their services (as would private enterprise) to other County agencies.
FUND BALANCE	The balance of resources remaining at the end of a fiscal year, calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and subtracting that year's expenditures. Fund balance is available to support the spending needs of the fund.
FUNDED FTEs	The number of full-time equivalent positions for which the resources to support the positions have been included in the budget. The count of funded FTEs is calculated as the number of authorized FTEs less the number of frozen FTEs.
FUND TRANSFER	Movement of resources from one fund to another, which is authorized by the County Board. This is primarily done between the General Fund and other operating funds, for example, General Fund transfer to the Automotive Equipment Fund for new vehicles authorized by the County Board.
FY	Fiscal Year
GENERAL FUND (GF)	A fund type used to account for the ordinary operations of County government that are financed from taxes and other general revenues and are not accounted for in other funds. This is the most important fund in the Arlington County budget, and it is comprised primarily of local tax revenues and fees.
GRANTS	Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose or activity.

HCD	Housing and Community Development
HCV	Housing Choice Vouchers
HIV	Human Immunodeficiency Virus
HOME	The HOME Investment Partnership Act, a federal housing program
HRD	Human Resources Department
HUD	United States Department of Housing and Urban Development
IDA	Industrial Development Authority
INDIRECT COST	Expenditures that are required in the production of a good or service which cannot be directly traceable to the good or service.
INTERNAL SERVICE FUNDS	Funds established to finance and account for services furnished by a designated County agency to other agencies, where the service is provided on a cost reimbursement basis. Internal Service Funds include Printing and Automotive Equipment.
JFAC	Joint Facilities Advisory Committee
JTPA	Job Training Partnership Act
LIB	Department of Libraries
LINE OF BUSINESS	A subset of a County department that has a uniquely identifiable budget, staff, and function.
LIVING WAGE	The living wage is a strategy used to raise the incomes of low-paid employees to a level sufficient to provide adequate food, housing, and health care. Arlington implemented a living wage policy for County employees and certain contractors in FY 2004 and was updated in FY 2017 (to \$14.50 per hour), in FY 2019 (to \$15.00 per hour), and in FY 2022 (to \$17.00 per hour). The living wage rate is reviewed on an annual basis as part of the budget process.
MARKET PAY ADJUSTMENT	An overall increase in the County's employee pay scale, expressed on a percentage basis, based on an assessment of the County's pay scale in relation to other area jurisdictions.
MARKS	Market Rate Affordable Units
MC	Maintenance Capital, previously called Capital Assets Preservation Program (CAPP), is funded through the capital portion of the budget. This is a program intended to prolong the useful life of existing capital assets by ensuring they are maintained, updated and renewed as necessary.
METRO	Washington Metropolitan Area Transit Authority

MISSION STATEMENT	A short, succinct statement that describes why a program or department exists.
NEIGHBORHOOD CONSERVATION (NC)	The Neighborhood Conservation Program provides a mechanism for funding capital projects to address the needs of participating County neighborhoods. The Program is overseen by the Neighborhood Conservation Advisory Committee (NCAC), made up of representatives from all participating neighborhoods.
NET TAX SUPPORT (NTS)	The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all state and federal aid, fees, charges and other directly attributable revenues from the total cost of the program or set of programs.
NON-PERSONNEL EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Operating Expenses."
NSA	Neighborhood Strategy Area
NVTA	Northern Virginia Transportation Authority
OBJECTIVE	Refers to a strategic position to be attained or a purpose to be achieved.
OPEB	Other Post-Employment Benefits
OPERATING EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Non-Personnel Expenses."
OPERATING RESERVE	A portion of County revenues that are received and set aside for use in financing unforeseen major revenue shortfalls.
OSHA	Occupational Safety and Health Administration
OUTCOME MEASURE	Results oriented measure that demonstrates the achievement of a department or program's mission.
PAY-AS-YOU-GO (PAYG)	Refers to the method of financing capital projects. The Pay-As-You-Go Capital projects are funded from annual appropriations as part of the adopted operating budget.
PCI	Pavement Condition Index
PERFORMANCE MEASURES	A listing of a department, division, or program's measures that reflect information pertaining to relative overall outcomes or customer, process, financial, or work force measurements.



PERSONAL PROPERTY	A category of property, other than real estate, identified for purposes of taxation. It is comprised of personally owned vehicles as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers are not included in this category.
PERSONNEL EXPENSES	Refers to the costs of salaries, wages, and fringe benefits such as the employer's share of retirement contributions, Social Security (FICA) contributions, health insurance, life insurance, and employee transit subsidies.
POLICY PRIORITY	Program enhancements identified by the County Manager for County Board consideration as part of the proposed budget. These are not funded within the base budget but are proposed as options to add to the base budget. Also referred to in some years as "Program Change Proposals."
PPG	Police Practices Work Group
PPTRA	Personal Property Tax Relief Act of 1998
PREA	Prison Rape Elimination Act
PRODUCTIVITY/EFFICIENCY SAVINGS	Items, programs, and tasks identified by each department or agency that have been altered or eliminated to produce a more efficient use of resources.
PRIIA	The Passenger Rail Investment and Improvement Act of 2008
PROGRAM	A part of an organization with definable and unique functions, goals, or objectives. Two examples are the Residential Refuse and Recycling Program within the Department of Environmental Services and the Madison Adult Day Health Care Center within the Department of Human Services.
PROGRAM CHANGE PROPOSAL (PCP)	A policy or program alternative (representing a change from current operations) identified by the County Manager for County Board consideration. PCPs are not included as recommended items financed within the base budget; rather, these proposals are options to add or subtract from the budget as proposed. Also referred to in some years as "Policy Priorities" or "Strategic Initiatives."
PROGRAM GOAL	A general statement of purpose. A goal provides an operating framework for each program unit and reflects realistic constraints upon the unit providing the service.
PSC	Public Service Corporation
REAL PROPERTY	Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.

REEP	Arlington Education and Employment Program
REVENUE	Income that Arlington County collects and receives into the treasury for public use. Taxes, fees for services, and grants are sources of revenue, for example.
REVISED BUDGET	A presentation of the budget sometimes used for comparative purposes, which includes the budget adopted by the County Board, plus specific supplemental appropriations approved by the Board during the course of the fiscal year.
SCAAP	State Criminal Alien Assistance Program
SHORT-TERM FINANCING	Short-term financing is a financing mechanism with a short maturing rate used to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years. The County had previously used master lease financing as the tool for these types of purchases.
SPECIAL REVENUE FUND	Funds established to segregate resources restricted to expenditures for a specific purpose. The Rosslyn Business Improvement District fund is an example of a special revenue fund.
STATE SHARE	Revenue in the Department of Human Services which flows through a variety of state agencies to the County in support of human service programs. The funding may originate as state or federal funds, but all comes through the state, often as a block grant or on a formula basis.
SUPPLEMENTAL APPROPRIATION	An increase to a department's budget (spending authority) approved by the County Board during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.
SUPPORTING MEASURE	A type of output measure that indicates the amount of services a program provides and supports the achievement of critical measures. Outputs are the amount of services a program provides. These services support the program achieving its desired results or the outcome.
TANF	Temporary Assistance for Needy Families
TAX BASE	The total market value of real property (land, buildings, and related improvements), public service corporation property, and personal property (cars, boats, and business tangible equipment) in the County.
TAX RATE	The level of taxation stated in dollars. For example, the adopted FY 2022 real estate tax rate of \$1.013 per \$100 of assessed valuation (excluding the stormwater tax) on a \$400,000 house would result in a real estate tax bill of \$4,052 per year ( $\$400,000 \times 0.01013 = \$4,052$ ).

TCF	Transportation Capital Fund
TIF	Tax Increment Financing
TOAH	Transit Oriented Affordable Housing
TRUST AND AGENCY ACCOUNT	Accounts used for contributions from private donors and other miscellaneous sources which are restricted for various purposes. Funds in these accounts are not reflected in the County's operating budget.
USDOJ	United States Department of Justice
VHDA	Virginia Housing & Development Authority
WIA	Workforce Investment Act
WMATA	Washington Metropolitan Area Transit Authority

## GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund <sup>1</sup>			Other Funds <sup>2</sup>			Total Government Funds		
	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	<b>\$246,864,985</b>	<b>\$310,302,623</b>	<b>283,894,405</b>	<b>\$431,179,282</b>	<b>\$358,859,379</b>	<b>\$412,797,900</b>	<b>\$678,044,267</b>	<b>\$669,162,002</b>	<b>\$696,692,305</b>
<b>REVENUES</b>									
Real Estate Tax	\$811,117,304	\$804,233,860	\$852,164,325				\$811,117,304	\$804,233,860	\$852,164,325
Personal Property Tax	120,980,401	118,052,147	125,482,147				120,980,401	118,052,147	125,482,147
BPOL Tax	75,582,278	72,500,000	78,000,000				75,582,278	72,500,000	78,000,000
Sales Tax	38,944,668	43,800,000	45,000,000				38,944,668	43,800,000	45,000,000
Transient Tax	5,668,799	10,000,000	16,500,000				5,668,799	10,000,000	16,500,000
Utility Tax	16,177,644	17,200,000	17,200,000				16,177,644	17,200,000	17,200,000
Consumption Usage Tax	750,087	750,000	750,000				750,087	750,000	750,000
Meals Tax	26,738,896	31,480,525	39,000,000				26,738,896	31,480,525	39,000,000
Communications Tax	5,692,065	6,100,000	5,750,000				5,692,065	6,100,000	5,750,000
Other Local Taxes	18,368,865	17,365,000	19,935,000				18,368,865	17,365,000	19,935,000
<b>Subtotal Taxes</b>	<b>1,120,021,007</b>	<b>1,121,481,532</b>	<b>1,199,781,472</b>				<b>1,120,021,007</b>	<b>1,121,481,532</b>	<b>1,199,781,472</b>
Licenses, Permits and Fees	13,002,084	12,541,524	13,846,368				13,002,084	12,541,524	13,846,368
Fines, Interest, Other	12,892,599	39,437,780	21,025,128				12,892,599	39,437,780	21,025,128
Charges for Services	46,139,224	63,795,327	65,090,095				46,139,224	63,795,327	65,090,095
Miscellaneous	41,486,329	2,179,733	2,268,704				41,486,329	2,179,733	2,268,704
Revenue from State	80,446,925	79,228,761	84,448,275				80,446,925	79,228,761	84,448,275
Revenue from Federal Govt. <sup>4</sup>	53,110,553	38,994,904	34,825,291				53,110,553	38,994,904	34,825,291
<b>Subtotal Other</b>	<b>247,077,714</b>	<b>236,178,029</b>	<b>221,503,861</b>				<b>247,077,714</b>	<b>236,178,029</b>	<b>221,503,861</b>
<b>TOTAL REVENUES</b>	<b>1,367,098,721</b>	<b>1,357,659,561</b>	<b>1,421,285,333</b>	<b>321,991,373</b>	<b>253,643,189</b>	<b>265,700,107</b>	<b>1,689,090,094</b>	<b>1,611,302,750</b>	<b>1,686,985,440</b>
<b>TRANSFERS IN</b>	8,905,472	8,910,912	8,971,975	17,376,914	22,601,996	27,354,716	26,282,386	31,512,908	36,326,691
<b>TOTAL BALANCES, REVENUES, &amp; TRANSFERS IN</b>	<b>\$1,622,869,178</b>	<b>\$1,676,873,096</b>	<b>1,714,151,713</b>	<b>\$770,547,569</b>	<b>\$635,104,564</b>	<b>\$705,852,723</b>	<b>\$2,393,416,747</b>	<b>\$2,311,977,660</b>	<b>\$2,420,004,436</b>
<b>EXPENDITURES</b>									
Operating Expenses	660,131,973	700,577,052	736,837,852	\$277,195,079	\$224,747,211	\$245,654,643	937,327,052	925,324,263	982,492,495
Metro Operations	47,808,764	46,622,208	46,622,208				47,808,764	\$46,622,208	46,622,208
Capital Outlay	9,299,317	5,925,133	8,550,000				9,299,317	\$5,925,133	8,550,000
Contingents - General/Other <sup>3</sup>	27,160,535	19,246,015	7,989,306				-	19,246,015	7,989,306
Contingents - Housing Fund	-	16,243,450	16,246,637				-	16,243,450	16,246,637
<b>Subtotal</b>	<b>744,400,589</b>	<b>788,613,858</b>	<b>816,246,003</b>	<b>277,195,079</b>	<b>224,747,211</b>	<b>245,654,643</b>	<b>1,021,595,668</b>	<b>1,013,361,069</b>	<b>1,061,900,646</b>
Debt Service	66,481,412	73,564,710	77,110,907	29,708,838	30,449,866	29,547,357	96,190,250	104,014,576	106,658,264
<b>Subtotal County</b>	<b>810,882,001</b>	<b>862,178,568</b>	<b>893,356,910</b>	<b>306,903,917</b>	<b>255,197,077</b>	<b>275,202,000</b>	<b>1,117,785,918</b>	<b>1,117,375,645</b>	<b>1,168,558,910</b>
Schools Transfer	500,696,676	529,914,260	575,962,369				500,696,676	529,914,260	575,962,369
<b>Subtotal Schools</b>	<b>500,696,676</b>	<b>529,914,260</b>	<b>575,962,369</b>				<b>500,696,676</b>	<b>529,914,260</b>	<b>575,962,369</b>
<b>TOTAL EXPENDITURES</b>	<b>1,311,578,677</b>	<b>1,392,092,828</b>	<b>1,469,319,279</b>	<b>306,936,217</b>	<b>260,570,037</b>	<b>276,655,260</b>	<b>1,618,514,894</b>	<b>1,652,662,865</b>	<b>1,745,974,539</b>
<b>TOTAL CARRYOVER</b>	-	-	-	-	<b>51,927,240</b>	<b>54,391,840</b>	-	<b>51,927,240</b>	<b>54,391,840</b>
<b>TRANSFERS OUT</b>	987,878	885,863	762,014	15,203,677	19,041,146	19,533,749	16,191,555	19,927,009	20,295,763
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS <sup>5</sup></b>	<b>1,312,566,555</b>	<b>\$1,392,978,691</b>	<b>\$1,470,081,293</b>	<b>\$322,139,894</b>	<b>\$331,538,423</b>	<b>\$350,580,849</b>	<b>1,634,706,449</b>	<b>\$1,724,517,114</b>	<b>\$1,820,662,142</b>
<b>ENDING BALANCE</b>	<b>\$310,302,623</b>	<b>283,894,405</b>	<b>\$244,070,420</b>	<b>\$448,407,675</b>	<b>\$303,566,141</b>	<b>\$355,271,874</b>	<b>\$758,710,298</b>	<b>587,460,546</b>	<b>\$599,342,294</b>

Footnotes:

<sup>1</sup> Certain portions of fund balance have been reserved or designated by the County Board for specific purposes (See ACFR).

<sup>2</sup> 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.

<sup>3</sup> Contingents - General/Other includes costs for the General Contingent, Stabilization Reserve, and COVID-19 Response.

<sup>4</sup> Revenue from the federal government in FY 2022 Adopted includes \$23.0M from the American Rescue Plan Act (ARPA).

**GOVERNMENTAL FUNDS' SUMMARIES**

	Ballston Business Improvement District <sup>5</sup>			Rosslyn Business Improvement District <sup>5</sup>			National Landing Business Improvement District <sup>5</sup>		
	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	\$110,102	\$42,288	\$120,727	\$183,473	\$191,582	\$144,760	\$32,106	\$30,551	(\$3,318)
<b>TOTAL REVENUES</b>	1,560,179	1,471,612	1,431,745	3,975,670	4,208,809	4,352,535	4,386,978	4,570,394	4,566,084
<b>TRANSFERS IN</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	\$1,670,281	\$1,513,900	\$1,552,472	\$4,159,143	\$4,400,391	\$4,497,295	\$4,419,084	\$4,600,945	\$4,562,766
<b>EXPENDITURES</b>									
Operating Expenses	1,499,288	1,405,390	1,367,316	3,888,675	4,019,413	4,156,671	4,526,288	4,364,726	4,360,610
Debt Service	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	1,499,288	1,405,390	1,367,316	3,888,675	4,019,413	4,156,671	4,526,288	4,364,726	4,360,610
<b>TOTAL CARRYOVER</b>	-	-	-	-	-	-	-	-	-
<b>TRANSFERS OUT</b>	31,189	29,432	28,635	78,976	84,176	87,051	87,729	91,408	91,322
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	1,530,477	1,434,822	1,395,951	3,967,651	4,103,589	4,243,722	4,614,017	4,456,134	4,451,932
<b>ENDING BALANCE</b>	\$139,804	\$79,078	\$156,521	\$191,492	\$296,802	\$253,573	(\$194,933)	\$144,811	\$110,834
	<b>Community Development Fund</b>			<b>Housing Choice Voucher Fund</b>			<b>Utilities Fund</b>		
	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	-	-	-	\$1,743,849	\$1,958,739	\$2,525,266	\$16,630,466	\$16,005,597	\$17,170,619
<b>TOTAL REVENUES</b>	\$7,587,792	\$2,800,236	\$2,800,236	21,661,572	21,204,867	22,918,461	98,612,085	106,038,756	108,108,804
<b>TRANSFERS IN</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	7,587,792	2,800,236	2,800,236	\$23,405,421	\$23,163,606	\$25,443,727	\$115,242,551	\$122,044,353	\$125,279,423
<b>EXPENDITURES</b>									
Operating Expenses	6,720,156	2,800,236	2,800,236	21,001,637	21,083,385	22,840,894	57,200,571	61,295,515	64,807,192
Debt Service	-	-	-	-	-	-	29,708,838	29,195,241	28,006,612
<b>TOTAL EXPENDITURES</b>	6,720,156	2,800,236	2,800,236	21,001,637	21,083,385	22,840,894	86,909,409	90,490,756	92,813,804
<b>TOTAL CARRYOVER</b>	-	-	-	-	-	-	-	-	-
<b>TRANSFERS OUT</b>	-	-	-	-	-	-	12,155,000	15,548,000	15,295,000
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	\$6,720,156	\$2,800,236	\$2,800,236	21,001,637	21,083,385	22,840,894	99,064,409	106,038,756	108,108,804
<b>ENDING BALANCE</b>	867,636	-	-	\$2,403,784	\$2,080,221	\$2,602,833	\$16,178,142	\$16,005,597	\$17,170,619

<sup>5</sup>The Business Improvement Districts exclude the contribution for delinquency and appeals in operating expenses.

**GOVERNMENTAL FUNDS' SUMMARIES**

	<b>Automotive Equipment Fund</b>			<b>Printing Fund</b>			<b>Stormwater Fund</b>		
	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	\$11,139,775	\$6,534,931	\$10,107,547	(\$275,035)	(\$743,825)	(\$984,444)	\$16,108,815	\$6,802,170	\$9,811,352
<b>TOTAL REVENUES</b>	21,210,498	21,602,924	21,884,095	1,731,819	1,855,000	1,698,618	13,761,117	15,065,702	15,928,628
<b>TRANSFERS IN</b>	494,796	276,000	275,025	246,382	254,979	262,658	-	-	-
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	\$32,845,069	\$28,413,855	\$32,266,667	\$1,703,166	\$1,366,154	\$976,832	\$29,869,932	\$21,867,872	\$25,739,980
<b>EXPENDITURES</b>									
Operating Expenses	23,909,152	21,212,484	21,551,326	\$2,414,485	2,109,979	1,961,276	13,541,415	14,404,138	14,993,128
Debt Service	-	-	-	-	-	-	-	661,564	935,500
<b>TOTAL EXPENDITURES</b>	23,909,152	21,212,484	21,551,326	2,414,485	2,109,979	1,961,276	13,541,415	15,065,702	15,928,628
<b>TOTAL CARRYOVER</b>	-	-	-	-	-	-	-	2,934,000	4,710,000
<b>TRANSFERS OUT</b>	130,000	130,000	130,000	-	-	-	-	-	-
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	24,039,152	21,342,484	21,681,326	2,414,485	2,109,979	1,961,276	13,541,415	17,999,702	20,638,628
<b>ENDING BALANCE</b>	\$8,805,917	\$7,071,371	\$10,585,341	(\$711,319)	(\$743,825)	(\$984,444)	\$16,328,517	\$3,868,170	\$5,101,352
	<b>Ballston Garage</b>			<b>Ballston Garage - 8th Level</b>			<b>CPHD Development Fund</b>		
	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	\$1,838,837	\$402,274	\$1,079,662	\$1,575,979	\$1,556,268	\$1,703,159	\$15,808,222	\$12,966,853	\$10,836,807
<b>TOTAL REVENUES</b>	1,409,420	2,869,700	3,180,115	102,873	200,650	194,380	18,294,213	19,914,347	22,568,000
<b>TRANSFERS IN</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	\$3,248,257	3,271,974	\$4,259,777	\$1,678,852	1,756,918	\$1,897,539	\$34,102,435	32,881,200	\$33,404,807
<b>EXPENDITURES</b>									
Operating Expenses	2,059,212	2,554,172	2,986,338	81,219	90,112	111,383	21,121,854	23,941,561	26,187,835
Debt Service	-	593,061	605,245	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	2,059,212	3,147,233	3,591,583	81,219	90,112	111,383	21,121,854	23,941,561	26,187,835
<b>TOTAL CARRYOVER</b>	-	-	-	-	-	-	-	-	-
<b>TRANSFERS OUT</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	2,059,212	3,147,233	3,591,583	81,219	90,112	111,383	21,121,854	23,941,561	26,187,835
<b>ENDING BALANCE</b>	\$1,189,045	\$124,741	\$668,194	\$1,597,633	\$1,666,806	\$1,786,156	\$12,980,581	\$8,939,639	\$7,216,972

**GOVERNMENTAL FUNDS' SUMMARIES**

	Transportation Capital Fund <sup>6</sup>			Utilities Fund Capital			General Capital - PAYG		
	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	<b>\$182,412,270</b>	<b>\$177,471,997</b>	<b>\$198,286,683</b>	<b>\$47,393,607</b>	<b>\$35,001,608</b>	<b>\$34,183,431</b>	<b>\$110,636,829</b>	<b>\$75,636,829</b>	<b>\$98,819,014</b>
<b>TOTAL REVENUES</b>	<b>42,632,939</b>	<b>33,963,837</b>	<b>34,235,867</b>	<b>4,224,223</b>	<b>10,517,000</b>	<b>11,615,000</b>	<b>71,529,635</b>	<b>-</b>	<b>-</b>
<b>TRANSFERS IN</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,155,000</b>	<b>15,548,000</b>	<b>15,395,000</b>	<b>4,234,036</b>	<b>5,925,133</b>	<b>11,044,000</b>
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	<b>\$225,045,209</b>	<b>211,435,834</b>	<b>\$232,522,550</b>	<b>\$63,772,830</b>	<b>61,066,608</b>	<b>\$61,193,431</b>	<b>\$186,400,500</b>	<b>81,561,962</b>	<b>109,863,014</b>
<b>EXPENDITURES</b>									
Operating Expenses	36,035,435	30,878,359	30,334,126	22,089,399	26,065,000	27,010,000	52,581,486	1,180,133	11,044,000
Debt Service	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>36,035,435</b>	<b>30,878,359</b>	<b>30,334,126</b>	<b>22,089,399</b>	<b>26,065,000</b>	<b>27,010,000</b>	<b>52,581,486</b>	<b>5,925,133</b>	<b>11,044,000</b>
<b>TOTAL CARRYOVER</b>	<b>-</b>	<b>4,925,470</b>	<b>3,360,000</b>	<b>-</b>	<b>7,412,000</b>	<b>10,875,000</b>	<b>-</b>	<b>35,000,000</b>	<b>35,000,000</b>
<b>TRANSFERS OUT</b>	<b>2,720,783</b>	<b>3,158,130</b>	<b>3,901,741</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	<b>38,756,218</b>	<b>38,961,959</b>	<b>37,595,867</b>	<b>22,089,399</b>	<b>33,477,000</b>	<b>37,885,000</b>	<b>52,581,486</b>	<b>40,925,133</b>	<b>46,044,000</b>
<b>ENDING BALANCE</b>	<b>\$186,288,991</b>	<b>\$172,473,875</b>	<b>\$194,926,683</b>	<b>\$41,683,431</b>	<b>\$27,589,608</b>	<b>\$23,308,431</b>	<b>\$133,819,014</b>	<b>\$40,636,829</b>	<b>\$63,819,014</b>
	<b>Columbia Pike TIF</b>			<b>Crystal City TIF <sup>6</sup></b>			<b>Travel &amp; Tourism Promotion Fund</b>		
	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2023 Proposed</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2023 Proposed</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2023 Proposed</b>
<b>BEGINNING BALANCE</b>	<b>\$1,122,846</b>	<b>\$938,250</b>	<b>\$2,300,906</b>	<b>\$23,536,177</b>	<b>\$24,063,267</b>	<b>\$26,695,729</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES</b>	<b>962,830</b>	<b>627,960</b>	<b>1,453,260</b>	<b>5,742,653</b>	<b>4,303,230</b>	<b>4,600,160</b>	<b>\$302,656</b>	<b>\$500,000</b>	<b>\$2,125,000</b>
<b>TRANSFERS IN</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>246,700</b>	<b>597,884</b>	<b>378,033</b>
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	<b>\$2,085,676</b>	<b>1,566,210</b>	<b>\$3,754,166</b>	<b>\$29,278,830</b>	<b>28,366,497</b>	<b>\$31,295,889</b>	<b>\$549,356</b>	<b>1,097,884</b>	<b>\$2,503,033</b>
<b>EXPENDITURES</b>									
Operating Expenses	-	-	-	5,888,341	4,316,559	4,600,160	549,240	1,097,884	2,503,033
Debt Service	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>32,300</b>	<b>627,960</b>	<b>1,453,260</b>	<b>5,888,341</b>	<b>4,316,559</b>	<b>4,600,160</b>	<b>549,240</b>	<b>1,097,884</b>	<b>2,503,033</b>
<b>TOTAL CARRYOVER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,655,770</b>	<b>446,840</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TRANSFERS OUT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	<b>32,300</b>	<b>627,960</b>	<b>1,453,260</b>	<b>5,888,341</b>	<b>5,972,329</b>	<b>5,047,000</b>	<b>549,240</b>	<b>\$1,097,884</b>	<b>\$2,503,033</b>
<b>ENDING BALANCE</b>	<b>\$2,053,376</b>	<b>\$938,250</b>	<b>\$2,300,906</b>	<b>\$23,390,489</b>	<b>22,394,168</b>	<b>\$26,248,889</b>	<b>\$116</b>	<b>-</b>	<b>-</b>

<sup>6</sup> The FY 2022 Re-Estimate column and the FY 2023 Proposed column of the fund narratives, revenues derived from Capital Bikeshare user fees and grant reimbursement requests have been projected, which more accurately forecasts ending fund balance. No appropriation action is required as these funds have previously been appropriated into the budget via grant award board reports. Those grant and user fee revenues are not included in this summary.

**GOVERNMENTAL FUNDS' SUMMARIES**

**Ballston Quarter TIF**

	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>BEGINNING BALANCE</b>	<b>\$1,180,964</b>	-	-
<b>TOTAL REVENUES</b>	<b>2,302,221</b>	<b>\$1,928,165</b>	<b>\$2,039,119</b>
<b>TRANSFERS IN</b>	-	-	-
<b>TOTAL BALANCE &amp; REVENUES &amp; TRANSFERS IN</b>	<b>\$3,483,185</b>	<b>1,928,165</b>	<b>\$2,039,119</b>
<b>EXPENDITURES</b>			
Operating Expenses	2,087,226	1,928,165	2,039,119
Debt Service	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,087,226</b>	<b>1,928,165</b>	<b>2,039,119</b>
<b>TOTAL CARRYOVER</b>	-	-	-
<b>TRANSFERS OUT</b>	-	-	-
<b>TOTAL EXP., CARRYOVER, &amp; TRANSFERS</b>	<b>2,087,226</b>	<b>\$1,928,165</b>	<b>\$2,039,119</b>
<b>ENDING BALANCE</b>	<b>\$1,395,959</b>	-	-



**SELECTED FISCAL INDICATORS: FY 2014 - FY 2023**

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<b>DOLLARS (IN MILLIONS)</b>										
Total All Operating Funds <sup>(7)</sup>	\$1,416.2	\$1,479.3	\$1,528.2	\$1,580.2	\$1,725.6	\$1,708.5	\$1,719.3	\$1,743.7	\$1,829.1	\$1,192.0
General Fund Expenditures	1,101.4	1,173.0	1,184.4	1,222.0	1,255.5	1,261.7	1,323.8	1,312.6	1,393.0	1,470.1
State/Federal Revenue	86.0	85.2	88.8	93.4	92.9	94.1	110.5	133.6	118.2	119.3
METRO Operating Subsidy	28.2	29.9	30.3	30.3	36.2	42.6	47.6	47.8	46.6	46.6
County Govt. Debt Service	55.9	68.0	62.9	60.3	62.3	67.7	72.0	66.5	73.4	77.0
School Operating Fund <sup>(6)</sup>	405.9	434.8	462.4	462.6	495.1	515.2	528.4	531.1	586.9	TBD
Operating Transfer <sup>(6)</sup>	355.8	386.9	400.0	395.6	424.7	436.9	444.2	430.4	459.4	TBD
School Debt Service	42.9	44.1	44.5	46.2	50.3	58.4	59.2	54.8	58.4	60.0
Utilities Enterprise Fund	87.0	86.2	86.7	84.3	90.6	88.4	85.0	86.9	90.5	92.8
Housing and Community Development	2.8	1.2	1.5	3.6	1.9	5.1	6.2	6.7	2.8	2.8
Bonded Indebtedness <sup>(1)</sup>	886.5	898.5	882.5	990.3	1,083.9	1,167.4	1,083.4	1,312.3	1,210.3	1,243.6
<b>SHARES</b>										
School Operating Fund as a Percentage of Total Funds <sup>(6)</sup>	28.7%	29.4%	30.3%	29.3%	28.7%	30.2%	30.7%	30.5%	32.1%	TBD
School Operating Transfer as a Percentage of General Fund <sup>(6)</sup>	32.3%	33.0%	33.8%	32.4%	33.8%	34.6%	33.6%	32.8%	33.0%	TBD
Total Debt service as a Percentage of General Fund Expenditures	8.4%	8.5%	8.2%	8.1%	8.8%	8.7%	9.1%	8.3%	8.6%	8.6%
Debt as a Percentage of Est. Actual Property Value <sup>(1)</sup>	1.3%	1.2%	1.2%	1.3%	1.4%	1.5%	1.3%	1.5%	1.4%	1.4%
<b>PEOPLE</b>										
Resident Population <sup>(2)(3)</sup>	215,000	216,700	220,400	222,800	225,200	226,400	228,400	TBD	237,600	TBD
At Place Employment <sup>(2)(3)(4)</sup>	220,600	221,700	211,000	222,300	224,200	227,000	234,800	TBD	232,400	TDB
County FTE's	3,790.0	3,838.7	3,872.8	3,931.3	3,976.4	3,951.2	3,967.9	4,023.0	4,120.6	4,235.6
School Operating Fund FTE's <sup>(6)</sup>	3,794.8	3,914.8	4,271.7	4,414.8	4,897.4	4,629.4	4,586.0	TBD	4,772.8	TBD
School Enrollment <sup>(5)</sup>	23,316	24,529	25,238	26,152	26,941	27,436	28,020	26,895	26,911	27,586

NOTES:

(1) Includes County and Schools General Obligation and Subject to Appropriation bonded debt but excludes debt paid from Enterprise Funds.

(2) Resident Population and At Place Employment are taken from the Arlington County Profile for FY 2014 through FY 2020. FY 2022 numbers reflect estimates from the Department of Community Planning, Housing and Development (CPHD). Actual and Adopted estimates are as of January 1st of each fiscal year.

(3) Resident Population and At Place Employment numbers for FY 2021 actuals and FY 2023 proposed will be updated in March 2022.

(4) At Place Employment numbers for FY 2022 Adopted do not capture temporary and permanent changes in work location such as telworking due to COVID-19.

(5) School enrollment is as of September 30 during the FY; enrollment is projected for the upcoming FY.

(6) School Operating Fund and Operating Transfer for FY 2023 Proposed and School Operating Fund FTEs for FY 2021 Actual and FY 2023 Proposed will be updated after the preliminary Superintendent's Proposed Budget is presented on February 24, 2022.

(7) The Total All Operating Funds for FY 2023 Proposed only includes the County Government, the School Board budget will be updated after the preliminary Superintendent's Proposed Budget is presented on February 24, 2022.

**FY 2021 FUND BALANCE CARRYOVER SUMMARY & UTILIZATION OF COUNTY MANAGER  
CONTINGENT**

**Total Fund Balance from FY 2021\*** **\$ 310,302,623**

**FY 2022 ALLOCATION / APPROPRIATION**

*Allocation to Reserves*

- General Fund Operating Reserve (committed)	76,613,044
- Self Insurance Reserve (committed)	5,000,000
- Stabilization Reserve (committed)	13,929,644

*Allocation to Housing*

- Allocation to Specific Projects (committed)	36,952,562
- Unallocated to Specific Projects (committed)	7,940,248
- Unallocated to Specific Projects (assigned)	46,840,865

*Allocation to Schools*

- School FY 2021 Expenditure Savings (committed)	58,688,191
- Designated Net Tax Support at FY 2022 Budget Adoption (committed)	2,817,940
- School Share of Revenue (committed)	550,391

*Allocation to Capital*

- Maintenance Capital / Other (committed)	4,527,882
- Maintenance Capital / Other (assigned)	13,878,031

*Allocation to FY 2022 Operating Budget*

- Incomplete or New Projects (committed)	11,394,493
- Incomplete or New Projects (assigned)	7,744,935
- County Board allocation for employee bonus at FY 2021 Closeout	1,863,000

*Allocation to FY 2023 Operating Budget*

- FY 2023 budget (assigned)	14,153,609
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GASB Adjustment for Unrealized Gains	4,882,159
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Restricted for Seized Assets, Grants, and Nonspendable Prepaid	2,525,629
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<b>FY 2022 TOTAL</b>	<b>310,302,623</b>
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\*Excludes GASB 84 adjustment shown in the FY 2021 ACFR

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**Total County Manager Contingent** **2,564,231**

**FY 2021 ALLOCATIONS**

County Attorney Consultant Work	1,316,200
Equity Training & Restorative Justice	125,000
Police Practice Group Recommendations	180,413
Regional Contribution - Northern Virginia EDA	75,000
Board of Zoning Appeal	100,000
Affordable Housing Analysis	173,160
Sheriff Security and Equipment	133,373
Circuit Court Records Digitization	100,000
Medicare and Pension Consultants and Software	231,500
County Manager Excellence Awards	65,271
Miscellaneous Consultant & Equipment	64,314
	<b>2,564,231</b>

**Balance Available** **\$ -**



***FY 2023 PROPOSED BUDGET  
ONE-TIME FUNDING SUMMARY***

AED: 2700 S. Nelson Cultural Affairs Programming	\$ 85,000
APS: Schools	12,065,077
CCT Judiciary: Drug Court Training	15,700
CPHD: Housing Inspections	100,000
CWA: Body Worn Camera Support	420,000
DES: Community Energy Plan Execution - Consultant Support	281,035
NOND: Costs to Replace FY 2023 Vehicles with Electric Vehicles	121,323
DES: Real Estate Filing System Digitization	300,000
DES: Energy Efficiency Projects in County Facilities	350,000
DES: Renewable Energy Assessments	140,000
DES: Solid Waste Bureau Equipment	360,000
DES: Zero Waste Plan Update	300,000
DHS: Housing Grants	2,352,509
DMF: Document Scanning Project (Real Estate Assessment Office)	140,000
DPR: Arlington Public Schools Pool Rental Fee for Arlington Aquatics Club	100,000
DPR: Field Fund	150,000
DTS: Technical Staff Training and Development	115,000
DTS: Staff Augmentation	122,247
Electoral Board: Ballot On-Demand System	11,000
Fire: Vehicle Request Operations/Safety Officer	53,198
Fire: Recruits	343,027
HRD: Employee Resource Group (ERG) Program Funding	40,000
Libraries: Library Collections	175,000
Libraries: Staffing Reorganization	260,194
NOND: Affordable Housing Investment Fund	7,343,795
NOND: Economic Development Incentive Grants	916,029
NOND: County Manager Contingent	2,000,000
NOND: Pay-As-You-Go (PAYG) Capital Fund	2,000,000
NOND: Arlington CEP (Community Energy Plan) Action Fund	1,000,000
NOND: Employee Bonus	4,342,500
NOND: Land Acquisition	2,500,000
Police: Community Outreach	37,000
Police: Recruitment	201,000
PSCEM: 9-1-1 Remote Dispatch Program Expansion	393,000
PSCEM: Equipment for Emergency Communications Center	60,000
PSCEM: Watch Desk Operational Support	20,000
Regionals: Northern Virginia Juvenile Detention Center	195,586
Sheriff: Independent Audit Funding	15,000
Sheriff: Ballistic Vests	100,000
	<b>\$ 39,524,220</b>

## *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 2023 Proposed Budget, local taxes total \$1.2 billion, 84% 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.

## *BUDGET PROCESS*

The County Manager develops budget guidelines for operating departments for the upcoming fiscal year. These guidelines are based, in part, on revenue and expenditure estimates developed by the Department of Management and Finance (DMF), Budget Section. This Section also prepares the necessary instructions and forms for use by departments in preparing budgets and distributes budget preparation forms to the departments. The budget preparation forms are completed in Oracle's budgeting cloud solution, known as Enterprise Planning and Budgeting Cloud Service (EPBCS).

Operating departments prepare expenditure and revenue budgets. The DMF Budget Section is chiefly responsible for developing revenue budgets for taxes and other revenues not directly under the control of an operating department.

The County Board develops budget planning estimates which set limits on expenditure levels based on preliminary revenue and expenditure forecasts developed by the Budget Section of DMF. The County Manager is in charge of presenting a proposed budget within the planning estimates established by the County Board.

After proposed budgets are submitted by departments, the DMF Budget Section, the County Manager, the Deputy County Managers, and the Executive Leadership Team review and discuss the proposed departmental budgets and, after negotiations, agree on a final amount for presentation to the County Board in the County Manager's proposed budget.

The proposed budget includes a pay-as-you-go capital budget funded from current operations. A multi-year capital improvement program is developed and approved separately from the operating budget. The School Board prepares a separate operations budget, supported to a large degree by transfers from the County's General Fund.

The County Board conducts budget work sessions with the departments and advisory commissions, holds public hearings prior to final adoption of the budget for the upcoming fiscal year, and setting of tax rates for the current calendar year.

After adoption, the budget is updated in the budget system and then loaded to the accounting system into a chart of accounts. Annual appropriations are adopted for the general, enterprise, special revenue, capital projects, and internal service funds. Appropriations are controlled at the department level in the General Fund, although appropriations are loaded to cost center, natural account, project, source of funds, and task levels within the department.

The County Board must approve changes to adopted appropriation levels. These changes can be in the form of allocations from previously established contingent accounts, appropriations from new or additional revenues, especially grants from the state or federal government, and from reappropriations from a previous fiscal year. These changes, when approved by the County Board, are loaded to the financial system by doing budget revisions which are approved through DMF, which acts as the control for supplemental appropriations. Approved supplemental appropriations are noted in the County Board minutes for the particular County Board meeting. DMF tracks these adjustments on a balancing spreadsheet.

Operating departments, as well as DMF staff, regularly monitor financial reports and on-line financial tables by comparing actual results to budgeted amounts. Special detailed financial reviews are completed and presented to the County Board at mid-year (mid-year review), third-quarter

(third-quarter review), and at the end of the fiscal year (closeout report). Funds not spent in one fiscal year may be reappropriated in a subsequent fiscal year.

Departments are charged with making sure that approved budget levels reflect any supplemental appropriations approved by the County Board. In addition, with DMF concurrence, funds may be moved within a department's budget as long as the total departmental appropriation is not changed. No County Board approval is required for these internal reallocations.

A graphical representation of the annual budget cycle is shown on the following page.

### **Budgetary Basis**

The budgets of the general government fund types, which include the General Fund, Special Revenue Funds, and General Capital Projects Funds, are prepared on a modified-accrual basis of accounting. Under this basis, expenditures are recorded when the associated liabilities are incurred, but revenues are generally recognized if they are measurable and available. For this purpose, the County considers revenues to be available if they are received within 45 days of the end of the fiscal year.

The Enterprise Funds (such as Utilities, Ballston Public Parking Garage, and CPHD Development Fund), Internal Service Funds, and Trust and Agency Funds are recorded using the accrual basis of accounting – where revenues are recorded when earned and expenditures are recorded when the associated liabilities are incurred.

The Annual Financial Report (AFR) shows the status of the County's finances on the basis of Generally Accepted Accounting Principles (GAAP). In accordance with the GAAP basis and GASB standards, the County is required to display its financial statements in two ways. In one set of statements, the "Government-wide Financial Statements," all funds are reported using the accrual basis of accounting, similar to the Enterprise Funds. In the other set of statements, the "Fund Financial Statements," the governmental fund types (General, Special Revenue Funds, and Capital Projects Funds) are reported using the modified-accrual basis of accounting.

In most cases, the Government-wide financial statements conform to the way the County prepares its budget. Exceptions include the following:

- Depreciation expense is recorded on a GAAP basis only.
- Compensated absence liabilities, expected to be liquidated with expendable available financial resources, are accrued as earned by employees (GAAP) as opposed to being expended when paid (budget).
- Principal payments on long-term debt are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budgetary basis.
- Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a budgetary basis.

## Arlington County, Virginia Annual Budget Cycle and Related Events

	July	August	September	October	November	December	January	February	March	April	May	June	July 1	
<b>Development of Upcoming Year's Budget</b>	Departments verify and update position information in PRISM system	DMF, County Manager develop budget guidance for departments	DMF prepares budget worksheet in PRISM, distributes to Departments.  Departments verify & modify worksheet and prepare supporting material.	Departments submit worksheet and supporting materials to DMF.  County Board gives guidance to County Manager for upcoming budget.	DMF reviews budget submissions from departments, holds internal review meetings, meets with departments.  County Board gives guidance to County Manager for upcoming budget.	County Manager reviews key budget issues, meets with departments, makes final decisions on proposed budget.  Preparation of proposed budget materials begins.		DMF works with County Manager, departments to prepare proposed budget materials.  County Manager presents proposed budget to County Board at February Board meeting	County Board holds work sessions with staff on proposed budget. County Board solicits public comment and input on proposed budget.  Fiscal Affairs Advisory Commission reviews proposed budget, participates in County Board budget work sessions. Other commissions and groups review proposed budget. County Board reaches final decisions, adopts budget at April Board meeting.		DMF prepares materials for adopted budget book and posting to County website.	DMF and PRISM team load adopted budget into General Ledger module in PRISM.  Adopted budget materials posted to County website, book completed.		New fiscal year begins
	County Manager solicits public comment and input on upcoming budget													
<b>Closeout of Prior Fiscal Year / Current Year Budget Review</b>		Departments submit requests for carryover PO's, incomplete projects to DMF	DMF reviews carryover requests, develops closeout recommendation for County Manager	County Manager presents closeout report to County Board	County Manager presents closeout report to County Board			Departments submit projections of expense and revenues for the rest of the current fiscal year				Fund transfers and other accounting clean-up begin in preparation for fiscal year close		
	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					
<b>Capital Improvement Plan (CIP) Activities</b>  NOTE: Pay-As-You-Go included in upcoming year's budget section above	County Board adopts language for upcoming bond referenda (typically during even years)				Bond referenda (even years).  Staff kick-off of CIP process (odd years).			CIP staff group reviews proposals from departments, makes recommendations to County Manager (even years)		County Manager presents proposed CIP to County Board.	County Board holds public hearing, work sessions (typically during even years).  Various boards and commissions review CIP.	County Board adopts CIP (typically during even years)	NOTE: Date could slide to July	
								County Manager solicits public comment and input on upcoming CIP						
<b>Other Related Events</b>				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		



## SUMMARY OF HOUSING PROGRAMS

In keeping with its vision for a diverse and inclusive community, Arlington County supports a variety of housing programs to ensure a range of housing choices for households of all types and income levels. This section pulls information about housing programs from throughout the budget and consolidates summary information on all housing programs in one place. The Funding Summary shows that approximately \$75.8 million in funding is being allocated for FY 2023 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals approximately \$48.7 million, or 5.4 percent of County government operations (General Fund excluding School's transfer). These figures do not include additional funds outside the County budget that contribute to the affordable housing effort.

County residents continue to struggle to meet housing costs, especially during difficult economic times. A significant gap persists between the number of lower income households and the number of housing units that are affordable to lower income households. In addition, projected development in the Rosslyn-Ballston, Richmond Highway, and Columbia Pike corridors will make it even more critical for the County to be strategic in allocating resources.

All of these housing programs are part of a comprehensive County effort to preserve and enhance affordable housing, governed by Arlington's Affordable Housing Principles and Goals. Affordable housing has for many years been a budget priority and 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. This summary provides Arlington's Affordable Housing Principles and Goals and multi-year budgeted expenditures.

The Affordable Housing Master Plan (AHMP) was adopted in 2015 as an element of the County's Comprehensive Plan. Its overarching goals of increasing housing supply, facilitating access to housing, and promoting sustainability of the County's housing stock and financial portfolio are being implemented through a variety of programs and projects. A review of the AHMP began in 2020 and includes a report on the progress made towards the Plan's goals, an update of the needs analysis, and community engagement to ensure that the AHMP Implementation Framework reflects community priorities and needs.

In addition to the progress made with the Affordable Housing Master Plan (AHMP), significant investments in FY 2023 to various housing programs include:

- 1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at a level of \$16.9 million, of which, \$7.3 million is one-time funding and \$9.6 million is ongoing funding.
- 2) Operational costs for the Comprehensive Homeless Services Center (\$1,756,128) are included in the proposed FY 2023 budget. The center opened in early FY 2016 and provides a year-round shelter with comprehensive services to move homeless persons to permanent housing and support additional County office space.
- 3) The total funding for the Housing Grant Program in the FY 2023 proposed budget is \$14,295,762, including \$2,338,181 of one-time funding. The program funds the annual ongoing increase and \$14,328 to fund the increase in Maximum Allowable Rent.
- 4) The FY 2023 proposed budget includes a total of \$2,910,864 to support the Mary Marshall Assisted Living Residence which opened in November 2011. This 52-bed facility provides supportive housing with assisted living services for low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities.



## ARLINGTON'S AFFORDABLE HOUSING PRINCIPLES & GOALS

Adopted by the County Board in September 2015

The [Affordable Housing Master Plan](#) is consistent with, and contributes to, achievement of the Vision for Arlington County. The Housing Principles form the core philosophical foundation of Arlington's approach to affordable housing within the context of the County's total housing stock, economic base, and social fabric. These principles provide direction for Arlington's affordable housing goals, objectives, and policies.

- Principle 1:** Housing affordability is essential to achieving Arlington's vision.
- Principle 2:** Arlington County government will take a leadership role in addressing the community's housing needs.
- Principle 3:** A range of housing options should be available throughout the County affordable to persons of all income levels and needs.
- Principle 4:** No one should be homeless.
- Principle 5:** Housing discrimination should not exist in Arlington.
- Principle 6:** Affordable housing should be safe and decent.

The Affordable Housing Policy responds to the current and future needs and is articulated in goal, objective and policy statements. Three broad goal areas aid in organizing the various policies into a framework which is further detailed by objectives that respond to these goals, and policies which will direct County efforts in fulfilling each objective.

The first goal relates to housing supply, which is fundamental to addressing all housing needs. However, housing supply alone is not sufficient to ensure that the housing needs of households of all incomes can be met; the second goal addresses access to housing. And finally, it is imperative that as housing needs are addressed that these efforts contribute to a sustainable community.

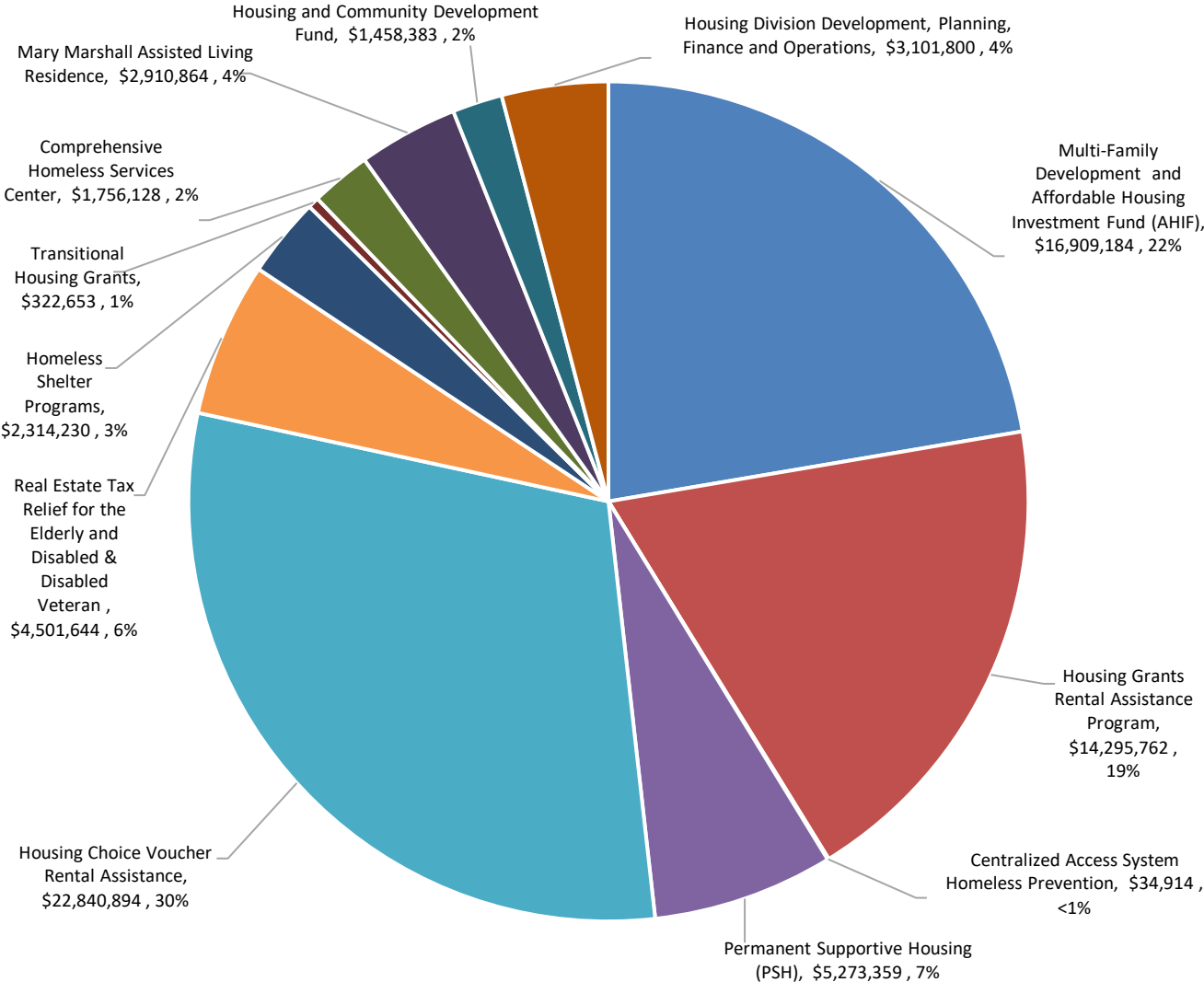
- Goal 1:** Arlington County shall have an adequate supply of housing available to meet community needs.
- Goal 2:** Arlington County shall ensure that all segments of the community have access to housing.
- Goal 3:** Arlington County shall ensure that its housing efforts contribute to a sustainable community.

**FUNDING SUMMARY**

The County’s housing programs are funded with a variety of local, state, and federal funding, and are managed through the Department of Human Services and the Department of Community Planning, Housing, and Development. Housing funding totals approximately \$75.8 million for all funds in FY 2023; additional funds from the COVID contingent, developer contributions, and AHIF loan repayments are also expected to be spent on housing support.

The General Fund net tax support equals approximately \$48.7 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 2023 Expense Budget for Housing Programs**



## PROGRAM SUMMARY

## HOUSING MULTI-DEPARTMENTAL PROGRAMS – FY 2018 ADOPTED to FY 2023 PROPOSED

PROGRAM	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 PROPOSED
<b>HOUSING</b>						
Multi-Family Development and Affordable Housing Investment Fund (AHIF)	\$ 15,016,412	\$ 14,339,414	\$ 15,960,181	\$ 16,044,064	\$ 16,909,184	\$ 16,909,184
Housing Grants Rental Assistance Program	9,153,755	8,707,329	9,328,593	10,130,374	14,208,262	14,295,762
Centralized Access System Homeless Prevention	200,000	200,000	150,000	374,595	102,329	34,914
Permanent Supportive Housing (PSH) <sup>1</sup>	2,064,870	2,064,870	2,761,800	3,174,471	4,087,848	5,273,359
Housing Choice Voucher Rental Assistance	18,964,693	18,671,085	18,929,431	19,473,520	21,083,385	22,840,894
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veteran	4,400,000	4,200,000	4,242,000	4,326,840	4,413,377	4,501,644
Homeless Shelter Programs	1,819,900	1,846,686	2,045,287	2,212,694	2,266,231	2,314,230
Transitional Housing Grants	341,338	341,338	341,338	341,338	322,653	322,653
Comprehensive Homeless Services Center	1,487,143	1,509,941	1,488,394	1,618,428	1,665,060	1,756,128
Mary Marshall Assisted Living Residence	2,533,752	2,571,383	2,648,524	2,727,980	2,798,451	2,910,864
Housing and Community Development Fund	1,208,588	1,373,598	2,106,606	1,823,721	1,383,688	1,458,383
Housing Division Development, Planning, Finance and Operations	3,157,094	2,812,435	3,088,740	3,160,772	3,124,072	3,101,800
Fair Housing <sup>2</sup>	43,410	96,826	43,611	42,452	92,530	43,434
<b>Total Program</b>	<b>60,390,955</b>	<b>58,734,905</b>	<b>63,134,505</b>	<b>65,451,249</b>	<b>72,457,070</b>	<b>75,763,249</b>
<b>Net Tax Support (A)</b>	<b>\$ 39,109,444</b>	<b>\$ 37,352,018</b>	<b>\$ 43,290,748</b>	<b>\$ 42,961,633</b>	<b>\$ 47,653,190</b>	<b>\$ 48,671,247</b>

(1) Local PSH and State funded PSH (Virginia Department of Behavioral Health & Developmental Services Grant).

(2) The County conducts a Fair Housing study every two years which costs approximately \$50,000. The last study was performed in FY 2022.

(A) "Net Tax Support" is program expense less revenue; revenue is not shown but has been factored into the calculation.

## *FINANCIAL AND DEBT MANAGEMENT POLICIES*

### **Budgeting, Planning, and Reserves**

**Balanced Budget:** Arlington County will adopt an annual General Fund budget in which the budgeted revenues and expenditures are equal (a balanced budget). Any one-time revenues will be used for one-time, non-recurring expenses such as capital, equipment, special studies, debt reduction, and reserve contributions.

**Long-Term Financial Planning:** The County will annually develop a six-year forecast of General Fund revenues, expenditures and will maintain a biennially updated, ten-year Capital Improvement Plan (CIP). The ten-year forecast will incorporate projected reserve levels and impact of the CIP on the County's debt ratios.

**General Fund Operating Reserve:** An Operating Reserve will be maintained at no less than five and one-half percent of the County's General Fund budget. The Operating Reserve shall be shown as a designation of total General Fund balance. Appropriations from the Operating Reserve require County Board approval and may only be made to meet a critical, unpredictable financial need. Any draw on the operating reserve will be replenished within the subsequent three (3) fiscal years.

**Self-Insurance Reserve:** The County will also maintain a self-insurance reserve equivalent to approximately one to two months' claim payments based on a five-year rolling average. Any draw on the self-insurance reserve requires County Board approval and will be replenished within the subsequent two (2) fiscal years.

**Stabilization Reserve:** Consistent with past practice, the County will maintain a stabilization reserve to address unexpected, temporary events, such as major weather events or a local/regional emergency requiring immediate incurrence of cost in response; revenue declines; new/unfunded state, regional or federal programs; unexpected capital expenditures; and local or regional economic stress. Amounts, in most instances, would be used for one-time (vs. on-going) needs in the course of a fiscal year, and are not intended to be a source of funds to balance the budget during the annual budget development process.

Use of contingent monies requires approval by the County Board. The minimum amount of the contingent will be 1% of the General Fund Budget and will be revisited annually as part of the budget process. Any draw on the stabilization reserve will be replenished within the subsequent two (2) fiscal years.

**Retirement System Funding:** The County will use an actuarially accepted method of funding its pension system to maintain a fully-funded position. The County's contribution to employee retirement costs will be adjusted annually as necessary to maintain full funding. If the County reaches its actuarial-required contribution (defined as County and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the County may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used for one-time, non-recurring expenses in order to provide the ability to increase contributions as may be required by future market conditions.

**Other Post-Employment Benefits (OPEB) Funding:** The County will use an actuarially accepted method of funding its other post-employment benefits to maintain a fully-funded position. The County's contribution to other post-employment benefit costs will be adjusted annually as necessary

to maintain full funding. If the County reaches its actuarial-required contribution (defined as County and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the County may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used for one-time, non-recurring expenses in order to provide the ability to increase contributions as may be required by future market conditions.

### Capital Improvement Plan

1. The County Manager will biennially submit a ten-year Capital Improvement Plan (CIP) to the County Board. The CIP will address all known facility and infrastructure needs of the County, including the needs of the Arlington County Public Schools.
2. The CIP shall include a detailed description of each capital project, identifying every source of funding, including pay-as-you-go (PAYG), bond financing, and master lease financing. The source of funding will largely be determined based on the useful life of the project. Bond-funded projects will typically have a useful life at least as long as the period over which the bonds will be repaid (generally twenty years). Master lease-financed projects will generally have useful lives of three to ten years and typically include furniture, equipment, rolling stock and technology purchases. PAYG funds provide greater flexibility and will be appropriated annually from general fund revenues.
3. Each project budget shall identify the financial impact on the operating budget, if any.
4. In general, capital projects estimated to cost \$100,000 or more should be included in the CIP, including technology and equipment purchases.
5. The County will balance the use of debt financing sources against the ability to utilize PAYG funding for capital projects. While major capital facility projects will generally be funded through bonds, the County will attempt to maintain an appropriate balance of PAYG versus debt, particularly in light of the County's debt capacity and analysis of maintenance capital needs. As part of each biennial CIP process, the County will conduct a comprehensive assessment of its maintenance capital needs.
6. The CIP will include an analysis of the impact the CIP has on the County's debt capacity, debt ratios and long-term financial plan.
7. Voter referenda to authorize general obligation bonds should only be presented to voters when the analysis of the County's debt capacity demonstrates the ability of the County to fund the debt service for the bonds based on the County's "Financial and Debt Service Policies." Absent a compelling reason to do otherwise, the County should have the capacity to initiate construction projects within the two-year period before the next bond referendum. There should also be a demonstrated capability for the County to complete any project approved by referendum within the eight-year time period mandated under state law for sale of authorized bonds. The term "County" in this specific policy includes the Arlington County Government and any entity that receives bond funding from the County (such as the Arlington County Public Schools and the Washington Metropolitan Area Transit Authority).
8. In the off-years of the biennial CIP process, the County will conduct a needs assessment that will reflect, as appropriate, existing master plans and assessments (e.g., the Master Transportation Plan and others.) Given the significant size and diversity of the County's

infrastructure responsibilities, this assessment process will be implemented over the next four to six years.

### **Debt Management**

The County will prudently use debt instruments, including general obligation bonds, revenue bonds, industrial development authority (IDA) revenue bonds, and master lease financing in order to provide re-investment in public infrastructure and to meet other public purposes, including inter-generational tax equity in capital investment. The County will adhere to the following debt affordability criteria (excluding overlapping and self-supporting debt).

1. The ratio of net tax-supported debt service to general expenditures should not exceed ten percent, within the ten-year projection.
2. The ratio of net tax-supported debt to full market value should not exceed three percent, within the ten-year projection.
3. The ratio of net tax-supported debt to income should not exceed six percent, within the ten-year projection.
4. Growth in debt service should be sustainable and consistent with the projected growth of revenues. Debt service growth over the ten-year projection should not exceed the average ten-year historical revenue growth.
5. The term and amortization structure of County debt will be based on an analysis of the useful life of the asset(s) being financed and the variability of the supporting revenue stream. The County will attempt to maximize the rapidity of principal repayment where possible. In no case will debt maturity exceed the useful life of the project.
6. The County will refund debt when it is in the best financial interest of the County to do so. When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be three percent of the refunded bond principal amount.

### **Variable Rate Debt**

1. Variable rate debt exposure should not exceed twenty percent of total outstanding debt.
2. Debt service on variable rate bonds will be budgeted at a conservative rate.
3. Before issuing variable rate bonds, the County will determine how potential spikes in the debt service will be funded.
4. Before issuing any variable rate bonds, the County will determine the impact of the bonds on the County's total debt capacity under various interest rate scenarios; evaluate the risk inherent in the County's capital structure, giving consideration to both the County's assets and its liabilities; and develop a method for budgeting for debt service.

### **Moral Obligation Debt or Support**

On an infrequent basis, the County provides its “moral obligation” support for partners, including regional public safety agencies and affordable housing partners, among others. A moral obligation exists when the County Board has made a commitment to support the debt of another entity to prevent a potential default. The County’s moral obligation will only be authorized after an evaluation of the risk to the County’s balance sheet and stress testing of the financial assumptions underlying the proposed project.

### **Derivatives**

Interest rate swaps and options (Swaps or Derivatives) are appropriate management tools that can help the County meet important financial objectives. Properly used, these instruments can help the County increase its financial flexibility, provide opportunities for interest rate savings or enhanced investment yields, and help the County reduce its interest rate risk through better matching of assets and liabilities. The County must determine if the use of any Swap is appropriate and warranted given the potential benefit, risks, and objectives of the County.

1. The County may consider the use of a derivative product if it achieves one or more of the following objectives:
  - Provides a specific benefit not otherwise available;
  - Produces greater than expected interest rate savings or incremental yield over other market alternatives;
  - Results in an improved capital structure or better asset/liability matching.
2. The County will not use derivative products that are speculative or create extraordinary leverage or risk; lack adequate liquidity; provide insufficient price transparency; or are used as investments.
3. The County will only do business with highly rated counterparties or counterparties whose obligations are supported by highly rated parties.
4. Before utilizing a Swap, the County, its financial advisor, and legal counsel shall review the proposed Swap and outline any associated considerations. Such review shall be provided to the Board and include analysis of potential savings and stress testing of the proposed transaction; fixed versus variable rate and swap exposure before and after the proposed transaction; maximum net termination exposure; and legal constraints.
5. Financial transactions using Swaps or other derivative products used in lieu of a fixed rate debt issue should generate greater projected savings than the typical structure used by the County for fixed rate debt.
6. The County will limit the total notional amount of derivatives to an amount not to exceed twenty percent of total outstanding debt.
7. All derivatives transactions will require County Board approval.

### Special Revenue / Enterprise Funds

It is the general policy of the County to avoid designation of discretionary funds in order to maintain maximum financial flexibility. The County may, however, create dedicated funding sources when there are compelling reasons based on state law or policy objectives, as described below. The Utilities Fund was created as a self-sustaining, fee-based enterprise fund under state code to support and maintain development of the County's water and sewer infrastructure. The Transportation Capital Fund was adopted pursuant to state legislation for new transportation funding. The Stormwater Management Fund was adopted in lieu of a self-supporting, user fee-based enterprise fund. The CPHD Development Fund was created as a self-sustaining, fee-based enterprise fund. Tax Increment Funds were established to support redevelopment and preservation objectives associated with the County's adoption of master plans, (e.g., the Crystal City Sector Plan adopted in 2010 and the Columbia Pike Neighborhoods Plan adopted in 2013).

#### Utilities Fund

1. The County will annually develop a six-year forecast of projected water consumption, revenue, operating expenditures, reserve requirements and capital needs for the Utilities Fund. The six-year forecast will show projected water-sewer rate increases over the planning period.
2. The County will implement water-sewer rate increases in a gradual manner, avoiding spike increases whenever possible.
3. The County will meet or exceed all requirements of any financing agreements or trust indentures.
4. The Utilities Fund will maintain a reserve equivalent to three months' operations and maintenance expenses. The reserve may be used to address emergencies and unexpected declines in revenue. If utilized, the reserve will be replenished over a three-year period to the minimum reserve level. This reserve is in addition to any financing agreement-required debt service reserve funds.
5. The Utilities Fund will maintain debt service coverage of at least 1.25 times on all debt service obligations.
6. The Utilities Fund will be self-supporting.

#### Transportation Capital Fund

1. New revenue shall not be used to supplant existing transportation funding commitments, and capital investments shall be compliant with state law restrictions on non-supplanting and maintenance of effort requirements.
2. Operating program enhancements (outside base program) that clearly document transportation benefits may be eligible for support from the Transportation Capital Fund.
3. No more than three to five percent of annual funding should be used for project administration, indirect & overhead costs to support capital projects.
4. A reserve equivalent of ten to twenty percent of annual budgeted revenue will be established.



5. A five to ten-year financial plan and model will be developed that integrates project cashflow forecasts, revenue projections, and financial / debt management policies and will factor in other non-County funding sources, including federal, state, regional, and private funding.
6. The County will prudently balance the use of new transportation funding sources between pay-as-you-go funding and leveraging through new bond issuance. Use of leveraging will be dependent on project size, cash flow, and timing projections.
7. If the County chooses to issue debt supported by dedicated transportation funding sources, such debt will be structured to be self-supporting and will not count against the County's general tax supported obligation debt ratios or capacity. Debt service coverage on such debt will range from 1.10 to 1.50 times, depending on the type of debt issued. The term on such bonds will not exceed the average useful life of the assets financed, and amortization will be structured to match the supporting revenue stream.
8. The Transportation Capital Fund will be self-supporting.

### **Tax Increment Funds**

1. The intended use of TIF monies will be specified at the time of TIF creation; changes or additional uses will be determined as part of the annual budget process.
2. The assessed value of TIF areas will not exceed 25 percent of the County's total assessed valuation. As of January 1, 2016, existing TIF assessed valuation totaled 20 percent of County-wide assessed valuation.
3. The percent of TIF revenue available for the intended uses within a TIF area will be established at the creation of the TIF and will be less than or equal to 40 percent. This percent will be evaluated annually as part of the budget process.
4. The County will prudently balance the use of PAYG funding and leveraging through TIF bond issuances. Use of leveraging will be dependent on project type, size, cashflow and timing projections. Leveraging will only be used for capital projects that meet useful life and other requirements for bond issuance.
5. If the County leverages TIF revenue on its own behalf, it will target a minimum debt service coverage ratio of 2.0 times and establish an appropriate level of debt service reserves and / or other contingencies.
6. The County will establish additional policies pertaining to the leverage of TIF revenue by a private development entity prior to any such issuance.
7. A reserve equivalent to ten percent of annual budgeted revenue will be established.

### **Stormwater Fund**

1. The County will annually develop a six-year projection of stormwater operating and capital expenses.
2. The County will prudently balance the use of new stormwater funding sources between pay-as-you-go funding and leveraging through new bond issuance. Use of leveraging will be

dependent on project size, cashflow, and timing projections. If debt is issued for stormwater projects, it will generally follow the debt issuance guidelines contained in this policy.

3. The Stormwater Fund will maintain a reserve equivalent to three months' expenses.
4. Stormwater financial policies will be reviewed as part of the Municipal Separate Storm Sewer System (MS4) permit renewal cycle (every five years).
5. The Stormwater Fund will be self-supporting.

### **CPHD Development Fund**

1. A contingent reserve will be established equivalent to thirty percent of the Fund's total operating budget based on the fiscal year. This amount is equivalent to three to four months of annual operating expenditures. The reserve may be used to address emergencies and unexpected declines in revenue only after authorization from the County Board.
2. The CPHD Development Fund will be self-supporting.

### **Ballston Garage and Ballston Garage 8<sup>th</sup> Level Funds**

1. The County will annually develop a multi-year forecast of garage revenue, operating expenses, and capital maintenance costs to be updated with each County CIP cycle.
2. An economic stability reserve equivalent to three months of annual parking revenues will be established to address potential revenue variability, ramping up to this level over a four-year period beginning in FY 2019. Any draws upon this reserve will be replenished within the subsequent three (3) fiscal years.
3. A maintenance reserve will be established based on an assessment of expected capital renewal needs over a 10-year period.
4. A reserve will be established for the ensuing year of debt service on the Series 2016B Ballston Quarter CDA bonds allocable to garage improvements.
5. The County will meet or exceed all requirements of any financing agreements or trust indentures.
6. The County will target self-sufficiency in consideration of limits imposed on parking user fee raising ability in the garage by the 1984 documents governing original and ongoing development of the garage.

## *COMPREHENSIVE PLAN SUMMARY*

### **Background**

The Code of Virginia requires all governing bodies in the Commonwealth to have an adopted Comprehensive Plan. Arlington County's Comprehensive Plan was established by resolution of the County Board on August 27, 1960. This resolution called for the preparation of Arlington County's Comprehensive Plan, which originally included the following five elements: General Land Use Plan, Water Distribution System Master Plan, Sanitary Sewer System Master Plan, Storm Sewer Plan, and Major Thoroughfare and Collector Streets Plan. In later years, additional elements were added to the Comprehensive Plan, and some were replaced by new plans. For example, the Major Thoroughfare and Collector Streets Plan was replaced in 1986 by the Master Transportation Plan. Elements added to the Comprehensive Plan over time include the Recycling Program Implementation Plan and Map, the Chesapeake Bay Preservation Plan and Preservation Area Map, the Open Space Master Plan (now the Public Spaces Master Plan, containing the Urban Forest Master Plan, Public Art Master Plan, and the Natural Resources Management Plan), the Historic Preservation Master Plan, the Community Energy Plan, and the Affordable Housing Master Plan.

The Comprehensive Plan provides guidance during the year for County efforts in conjunction with the annual budget and the Management Plan.

### **Goals and Objectives**

The Comprehensive Plan was established in order that Arlington County may remain a safe, healthy, convenient, and prosperous community and an attractive place in which to live, work, and play, with stable or expanding values and potentialities for growth and continued economic health. The purpose of the Comprehensive Plan is to guide the coordinated and harmonious development of Arlington County through the provision of high standards of public services and facilities based on general principles adopted by the County Board in 1960. Updates to various Plan elements adopted by the Board since 1960 have greatly expanded and modernized these principles, goals, and objectives, responding to more advanced and comprehensive community expectations about program delivery and sustainability; local, state, and federal regulatory requirements; and other factors—as highlighted in the Plan element summary section below.

These are the general principles adopted by the Board in 1960:

- Retention of the predominantly residential character of the County, and limitation of intense development to limited and defined areas;
- Promotion of sound business, commercial, and light industrial activities in designated areas appropriately related to residential neighborhoods;
- Development of governmental facilities which will promote efficiency of operation and optimum public safety and service, including the areas of health, welfare, culture, and recreation;
- Provision of an adequate supply of water effectively distributed;
- Maintenance of sewage disposal standards acceptable to the immediate County area and its neighbors in the entire Washington Metropolitan Area and consistent with the program of pollution abatement of the Potomac River;
- Provision of an adequate storm water drainage system; and
- Provision of an adequate system of traffic routes which is designed to form an integral part of the highway and transportation system of the County and region, assuring a safe, convenient flow of traffic, thereby facilitating economic, and social interchange in the County.

In addition, the County Board has endorsed a land use policy which has evolved from an extensive citizen participation process and is designed to ensure that Arlington is a balanced community which provides residential, recreational, educational, health, shopping, and employment opportunities with good transportation supported by a strong tax base and the effective use of public funds. An overarching theme of many of Arlington's initiatives, from land use to transportation to stormwater management, is that of sustainability and transit-oriented development. In support of Arlington's overall policy goals, the following adopted land use goals and objectives have been incorporated into the Comprehensive Plan:

- Concentrate high density residential, commercial, and office development within designated Metro Station Areas in the Rosslyn-Ballston and U. S. Route 1 Metrorail transit corridors. This policy encourages the use of public transit and reduces the use of motor vehicles.
- Promote mixed-use development in Metro Station Areas to provide a balance of residential, shopping, and employment opportunities. The intent of this policy is to achieve continuous use and activity in these areas.
- Increase the supply of housing by encouraging construction of a variety of housing types and prices at a range of heights and densities in and near Metro Station Areas. The Plan allows a significant number of townhouses, mid-rise, and high-rise dwelling units within designated Metro Station Areas.
- Preserve and enhance existing single-family and apartment neighborhoods. Within Metro Station Areas, land use densities are concentrated near the Metro Station, tapering down to surrounding residential areas to limit the impacts of high-density development. Throughout the County, the Neighborhood Conservation Program and other community improvement programs help preserve and enhance older residential areas and help provide housing at a range of price levels and densities.
- Preserve and enhance neighborhood retail areas. The County encourages the preservation and revitalization of neighborhood retail areas that serve everyday shopping and service needs and are consistent with adopted County plans. The Arlington County Retail Plan (2015) provides the policies and guidance to support retail in Arlington County.

Other goals and objectives have been incorporated into the Comprehensive Plan through the years, including the provision of an adequate supply of beneficial open space which is safe, accessible, and enjoyable, as outlined in the Public Spaces Master Plan, energy goals as described in the Community Energy Plan, and targets for affordable housing, as set forth in the Affordable Housing Master Plan.

### **Elements of the Comprehensive Plan**

Arlington County's Comprehensive Plan is currently comprised of the following eleven elements:

- General Land Use Plan
- Master Transportation Plan
- Stormwater Master Plan
- Water Distribution Master Plan
- Sanitary Sewer System Master Plan
- Recycling Program Implementation Plan and Map
- Chesapeake Bay Preservation Plan and Preservation Area Map
- Public Spaces Master Plan (Containing sub elements: the Urban Forest Master Plan, Public Art Master Plan, and Natural Resources Management Plan)
- Historic Preservation Master Plan

- Community Energy Plan
- Affordable Housing Master Plan

Although the Planning Division in the Department of Community Planning, Housing and Development is responsible for the overall coordination and review of the Comprehensive Plan, several agencies within Arlington County are responsible for the review of the specific elements that make up the Comprehensive Plan. A web version which includes the plan elements, can be found on the [Comprehensive Plan web site, a part of the Department of Community Planning, Housing, and Development's website](#). The "Essential Guide to Arlington County's Comprehensive Plan" was produced in 2017 and provides specific details on how the Comprehensive Plan is used, reviewed, the relationship of the individual elements and sub-elements to the overarching goals of the Comprehensive Plan, and the purpose, goals, history, and implementation of each element/sub-element. This is accompanied by a one-page overview and 84-page technical resource compiling the specific goals and objectives from each Comprehensive Plan element and sub-element.

The Code of Virginia requires all governing bodies in the Commonwealth to review the Comprehensive Plan at least once every five years. A review will occur in FY 2023.

A description of each element and the name of the department responsible for that element follows:

### **General Land Use Plan**

The General Land Use Plan (GLUP) is the primary guide for the future development of the County. The plan establishes the overall character, extent, and location of various land uses and serves as the guide to communicate the policy of the County Board to citizens, businesses, developers, and others involved in the development of the County. In addition, the General Land Use Plan serves as a guide for the County Board in its decisions concerning future development.

The County first adopted a General Land Use Plan in 1961. Since then, the plan has been updated and periodically amended to more clearly reflect the intended use for a particular area. The plan is amended either as part of a long-term planning process for a designated area or as the result of an individual request for a specific change, typically evaluated through a Special GLUP Study. Since its initial printing, there have been numerous updates and amendments to the General Land Use Plan. The County Board adopted an updated General Land Use Plan map and booklet in February 2020, and the web version will continue to show amendments and other minor updates on a bi-annual basis. More information on the GLUP can be found on the [GLUP webpage](#).

Department: CPHD

### **Master Transportation Plan**

The Master Transportation Plan (MTP) establishes the principles to guide the implementation of transportation facilities to address future transportation needs and challenges in Arlington County. The Master Transportation Plan provides:

- The overall rationale for developing transportation facilities (transit networks, roads, walkways and/or bikeways) to meet future travel needs;
- A basis for establishing County transportation-related program priorities;
- A framework for offering advice to other agencies responsible for transportation in this area; and
- An overall direction to guide transportation projects in Arlington County.

Arlington's original transportation plan was the Major Thoroughfare and Collector Streets Plan. Since its adoption in 1941, the plan has been updated and expanded to address multiple travel modes. For streets, the initial plan of 1941 was updated in 1960 and 1975, and became part of the 1986 Master Transportation Plan. For bikeways, the initial plan adopted in 1974 was updated in 1977, 1986, and again in 1994, as part of the Master Transportation Plan. The initial Master Transit Plan adopted in 1976 was partially updated in 1989 with the inclusion of the Paratransit Plan. The 1978 Master Walkways Policy Plan was also updated in 1986 as a part of the Master Transportation Plan and in 1997 as the Pedestrian Transportation Plan.

A comprehensive update of the Master Transportation Plan began in 2004 with the following eight sub-elements adopted by the County Board that now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007), 2) Map Element (2007), 3) Bicycle Element (2008, updated 2019), 4) Pedestrian Element (2008, amended 2011), 5) Transportation Demand and System Management Element (2008), 6) Transit Element (2009, updated 2016), 7) Parking and Curb Space Management Element (2009), and 8) Streets Element (2011, amended 2016). Amendments to the MTP Map have frequently been made, largely in conjunction with other County land use and transportation planning efforts.

A comprehensive update to the MTP is anticipated to begin in either FY 2024 or FY 2025 and would span multiple years. This planning effort may result in a plan reorganization from the current element-based structure to one comprehensive document to achieve better synergy among the transportation elements. This is expected to lead to a series of recommended improvements to the multimodal transportation network that facilitate implementation of policy updates.

Department: DES

### **Stormwater Master Plan**

Originally adopted in 1957 with a primary focus on drainage, the Storm Water Master Plan has been updated in both 1996 and 2014 to incorporate water quality and regulatory goals, objectives, and requirements. The Board adopted a comprehensive update to the Plan in 2014 that included an evaluation of the elements that make up the County's built and natural stormwater conveyance systems as well as challenges and strategies to respond to the aggressive regulatory requirements to clean up the Chesapeake Bay. These elements include: 1) a storm sewer capacity analysis to assess the County's storm sewer infrastructure and prioritize capacity, 2) a County-wide stream assessment to evaluate and prioritize stream and storm sewer outfall conditions, and 3) a watershed retrofit assessment that identifies locations to add new stormwater treatment facilities and assets to help slow down and filter stormwater runoff.

The overall goals of the County are to provide a comprehensive stormwater management system that balances the following goals: 1) to reduce the potential for stormwater threats to public health, safety, and property; 2) to mitigate the impacts of new and existing urban development on Arlington streams, the Potomac River, and the Chesapeake Bay; and, 3) to comply with State and federal stormwater, water quality, and floodplain management regulations.

To build on the adopted Storm Water Master Plan with more advanced analysis, a comprehensive risk assessment and mitigation plan is under development for FY23 to articulate more fully and respond to the growing challenges and needs of the program driven by continued rapid increase in impervious surfaces from redevelopment, steep topography, aging and limited drainage infrastructure, changes in rainfall patterns, neighborhood- and watershed-scale chronic flood risks, and stringent regulatory requirements. This effort will include an asset inventory and condition

assessment, a challenges and risk matrix, a gaps analysis and sensitivity review, and recommended strategies and measures to prioritize the County's investments in this critical utility infrastructure.

Department: DES

**Water Distribution System Master Plan**

The Water Distribution System Master Plan, most recently adopted by the County Board in 2014, is the policy document that guides the operation, maintenance, and expansion of the County water system. The plan evaluates the existing water distribution system facilities and operation practices and determines the policy and facility improvements that will be necessary to provide and maintain the desired quality of service. In the 2014 update, key changes to the Plan were strategies to address the challenges of aging infrastructure by setting recommended investment and policy guidance. Earlier versions of the plan, dating to the mid-1950s, largely addressed the challenges of an expanding and developing community, then its transition to the commercial corridors in major updates completed in 1980 and 1992.

Department: DES

**Sanitary Sewer System Master Plan**

The Arlington County sanitary sewer system collects and treats wastewater produced in Arlington County and some adjoining portions of Fairfax County, the City of Alexandria, and the City of Falls Church. The Sanitary Sewer Collection System Master Plan, adopted by the County Board in December 2002, evaluates the current sanitary sewer system facilities, practices, and programs and determines the policies and facility improvements needed to provide and maintain adequate service now and in the future. Earlier major plan adoptions were completed in 1970 and 1992. An update to the Sanitary Sewer System plan is underway and is expected to be completed in FY 2022.

Department: DES

**Recycling Program Implementation Plan and Map**

The Recycling Program Implementation Plan was prepared in compliance with a requirement in the Code of Virginia to include the location of existing recycling centers in the Comprehensive Plan. The purpose of the plan is to provide a guide for the development of effective recycling programs in Arlington. The plan includes major recommendations related to the implementation of multi-material curbside collection of source separated recyclables from single-family dwellings; the implementation of a multi-material source separation recycling in the multifamily and commercial waste segments; planning of a materials recovery facility to serve the County; and the implementation of a public education/promotion program which stresses source reduction and recycling. The plan also includes a map that shows the location of existing recycling centers. In 2004, at the direction of the State of Virginia, a twenty-year Solid Waste Management Plan (SWMP) that serves as the blueprint for waste reduction, recycling and waste management was prepared. Adopted by the County Board in 2004, the SWMP in many ways replaced the Recycling Program Implementation Plan. However, the Recycling Program Implementation Plan still serves as the relevant Comprehensive Plan element. Since its implementation, the County has achieved nearly all its objectives ahead of schedule. The next update to the SWMP will be needed by 2024.

Department: DES

**Chesapeake Bay Preservation Plan and Preservation Area Map**

Arlington County is required to maintain a current Chesapeake Bay element of its Comprehensive Plan, under the provisions of 9VAC25-830-60. The purpose of the Chesapeake Bay Preservation Plan is to satisfy this requirement of the Chesapeake Bay Preservation Area Designation and Management Regulations. The plan mirrors the key recommendations of the Watershed Management Plan (2001) subsequently incorporated into the adopted Stormwater Master Plan (2014), focusing on recommended actions to mitigate stormwater impacts from development activity and the protection and restoration of stream valleys. The County will be updating this element in CY 2022 to reflect the current stormwater programs and policies, with a schedule for adoption in FY 2023.

In 2017, the County Board adopted an updated Chesapeake Bay Preservation Area Map, based on the information gathered from the field assessments for the Stormwater Master Plan (2014) and the Natural Resource Management Plan (2010).

Department: DES

**Public Spaces Master Plan**

The County Board first adopted the Open Space Master Plan in 1994, updated and renamed it to the Public Spaces Master Plan (PSMP) in 2005, and adopted the most recent PSMP update in April 2019. The 2019 PSMP provides policy guidance for the future of Arlington's public space and outlines the vision, policies and tools for the development and management of the diverse public spaces system, including parks, natural resources and recreational assets. The plan is designed to establish the overall character, extent, and location of public space. The PSMP includes over 200 recommendations organized around six Strategic Directions: Public Spaces, Trails, Resource Stewardship, Fiscal Sustainability and Partnerships, Programs, and Operations and Maintenance. Additionally, the plan includes policies for land acquisition and level of service, athletic fields synthetic turf and lighting, dog parks & dog runs, and privately owned public space design guidelines. The PSMP also includes inventories of existing public spaces and amenities and adopted park master plans, definitions and an action plan. The Action Plan lays out a plan for moving each of the 200 plus specific recommendations forward, and identifies responsible parties, potential partners, funding sources, estimated time frames, and cost ranges.

Department: DPR

There are currently three sub-elements of the PSMP; the Urban Forest Master Plan, the Natural Resources Management Plan, and the Public Art Master Plan.

Arlington's **Urban Forest Master Plan (UFMP)**, was initiated by the Department of Parks and Recreation and Arlington's Urban Forestry Commission, under the direction of the Arlington County Board, to facilitate the County's ongoing commitment to enhance and preserve Arlington's tree canopy. The plan was adopted by the County Board in July 2004. The Master Plan has the following components: a Geographic Information Systems (GIS) street tree inventory, a tree canopy satellite analysis, long-range goals and recommendations, along with a final Urban Forest Master Plan report including GIS-based planting plans. In October 2009, Arlington County received an updated satellite analysis of tree canopy coverage. The analysis also provides Arlington with a GIS layer that enables staff to calculate tree canopy coverage in any geographical area of the County, including individual civic associations, land use areas, residential neighborhoods, and business corridors. Additional tree canopy analysis was performed in 2011, and again in 2017 (using 2016 data). In 2016, an i-Tree Eco analysis was performed, to understand the species and size composition of the urban forest.



Department: DPR

The purpose of the **Natural Resources Management Plan (NRMP)** is to provide Arlington County staff and residents with the knowledge, methods and tools necessary to assume the role of a world-class steward of the local environment. The primary goal of the Plan is to bring together the various elements of field research, current practice, existing plans and policies, and best management practices to create an achievable set of actionable recommendations relating to the protection of those natural resources under the control of County government. Completed as an outstanding component of the 2005 Public Spaces Master Plan and utilizing data from the Natural Heritage Resources Inventory, the NRMP “emphasizes the importance of managing natural resources as a unified system rather than as a set of unrelated natural features.”

A combined update to both the UFMP and NRMP, called the Forestry and Natural Resources Plan (FNRP), is underway. This update, combining the existing UFMP and NRMP, was recommended by the PSMP to more efficiently organize these interrelated policies and create an integrated framework for resource management and protection. Completion of the FNRP is anticipated in Q2 FY 2023.

Department: DPR

The **Public Art Master Plan**, another element of the Public Spaces Master Plan, outlines a strategy for how public art, with elevated standards for design, architecture, and landscape architecture, will improve the quality of public spaces and the built environment in Arlington for civic placemaking. The creation of Arlington’s first Public Art Master Plan (2004) was stipulated by the Public Art Policy adopted by the County Board in September 2000 to help refine the policy’s direction that public art should be sited in “prominent locations.” The Public Art Master Plan defines prominent as areas that are a focus for economic development and civic life as well as public and private investment. The master plan provides guidance for project prioritization and implementation processes for public art associated with County-funded projects, site plan/special exception projects, and community-initiated projects. The master plan’s development included a survey of other planning processes and initiatives, including sector plans, Neighborhood Conservation Plans, and studies to ensure that its recommendations would be in support of these other policy tools. An update was completed in 2021 in response to the County’s evolving priorities, including fostering equity, supporting its natural resources through sustainable practices, leveraging its innovative businesses and workforce, and creating a sense of place in its urbanizing corridors.

Department: AED

### **Historic Preservation Master Plan**

The Historic Preservation Master Plan is the primary guide for historic resources in the County. The purpose of this plan is to establish proactive priorities, goals, and objectives for County historic preservation activities that involve the historic built environment, cultural heritage, and County history in general. The document also serves as a guide to communicate the historic preservation policy of the County Board to property owners, residents, businesses, developers, and others. Additionally, the Historic Preservation Master Plan guides the County Board in its decisions concerning historic resources. Included in the Historic Preservation Master Plan is an implementation strategy outline to guide the various programs to be developed. The County adopted the Historic Preservation Master Plan in 2006. An effort to update the Historic Preservation Master Plan began in 2020 and is expected to be completed in CY 2022.

Department: CPHD

### **Community Energy Plan**

In June 2013, the County Board adopted the original Community Energy Plan (CEP), followed by a comprehensive update in September 2019. The purpose of the CEP is to define Arlington’s energy goals and identify energy policies and practices that will drive Arlington to remain economically competitive, environmentally committed, and strategically served by secure, consistent and reliable energy sources and programs that service constituents on an equitable basis. The plan sets broad goals and policies for a sustainable community over the next thirty years, and covers all energy sectors, including energy efficiency, renewables, low-to-zero emissions transportation, and resilience. It is intended to ensure that development in the County occurs in a coordinated manner that best promotes the health, safety, prosperity, and general welfare of the County’s residents and businesses.

CEP implementation has been guided by the Community Energy Plan Implementation Framework (CEP Implementation Framework), which laid out the strategies to achieve the CEP’s goals and objectives. In 2022, CEP implementation activities will be reflected in a new CEP Roadmap, which will replace the former CEP Implementation Framework. The County reviews and updates the CEP and corresponding implementation plans every five years. The energy sector is rapidly evolving on a functional, operational, resource diversification, financial, and technological basis. The five-year update cycle engages stakeholders to integrate these developments and resources.

In addition to finalizing the new CEP Roadmap, the County will also finish the CEP-related Energy Assurance Plan and will begin working on the Arlington Plan to Decarbonize Transportation.

The CEP secures the County’s leadership role in the sector for services to constituents and ensures that execution of the CEP improves Arlington’s economic competitiveness, energy security, resilience, energy equity, and environmental commitment. County staff will begin a 5-year CEP review in 2023, scheduled for completion in Q4 of CY 2024. This will involve updating the County’s energy use inventory, energy modelling, and incorporation of emerging technologies and developments in the energy sector. The CEP update will include civic engagement to reflect the CEP’s broad and deep relationship with a wide variety of stakeholders and with all aspects of government and the community.

Department: DES

### **Affordable Housing Master Plan**

In September 2015, the County Board adopted the Affordable Housing Master Plan (AHMP). The purpose of the AHMP is to define the County’s affordable housing policy and enable Arlington to respond to the current and future needs of residents of all levels of income in the County. The plan includes the context for affordable housing in Arlington, an analysis of current and future housing needs, and the affordable housing policy. The policy is organized around three goals: having an adequate supply of housing for the community’s needs; ensuring that all segments of the community have access to housing; and ensuring that housing efforts contribute to a sustainable community. The AHMP fulfills the Code of Virginia requirement that comprehensive plans address affordable housing to meet the current and future needs of residents of all levels of income in the locality. Accompanying the AHMP is the Affordable Housing Implementation Framework. The Affordable Housing Implementation Framework describes the existing and potential tools that will be the mechanisms for fulfilling the goals, objectives and policies of the AHMP. The framework provides guidance from the County Manager to staff for developing and overseeing specific policies and programs to meet the County’s affordable housing needs. In 2019, the County Board launched Housing Arlington, an umbrella program that takes a proactive, expanded approach to reach an equitable, stable, adaptive community. As part of [Housing Arlington](#), a review of the Affordable

Housing Master Plan began in 2021. In addition to the review of the AHMP, Housing Arlington includes planning and implementation tools, housing policy, financial resources, and innovative local and regional public-private partnerships. The AHMP review includes an updated housing needs analysis and will engage the community to ensure that the AHMP continues to comprehensively address the future housing affordability needs of Arlington. The AHMP review will result in an updated Affordable Housing Implementation Framework to be completed in CY 2022.

Department: CPHD

## ARLINGTON COUNTY PROFILE

### OVERVIEW OF ARLINGTON

Arlington County is located in northern Virginia, directly across the Potomac River from Washington, D.C. The County encompasses 25.8 square miles of land, which was originally split off from Fairfax County in 1801 and ceded by Virginia to be included in the ten-mile square Federal District. In 1847, however, Congress allowed the land to return to the jurisdiction of Virginia following a vote in favor of retrocession by its members. This area was then known as Alexandria City and Alexandria County. In 1920, to avoid confusion, the county was renamed Arlington County.

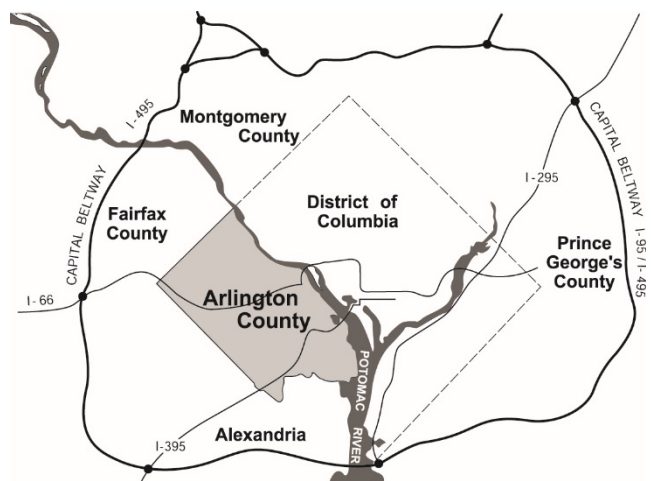
Annexation of any part of Arlington County by neighboring jurisdictions is prohibited by present law unless the entire County is annexed with the approval of County voters. There are no jurisdictions with overlapping debt or taxing powers. The water and sewage systems are operated on a self-supporting basis by the County government.

Arlington's location in the center of the Washington metropolitan region, just five minutes from Washington by car or Metrorail, has made the County a highly desirable business and residential location. Arlington has maintained high-quality residential neighborhoods while supporting well-managed growth. High-density commercial and residential development is focused around Metro stations in the Rosslyn-Ballston corridor and the Richmond Highway corridor, which includes both Pentagon City and Crystal City.

Arlington County has an estimated 2022 population of 235,500, a decrease of 1.3% since the 2020 decennial census count of 238,643. Additionally, Arlington is home to an estimated 227,200 jobs, as of January 1, 2022.

Almost all land in Arlington County has been developed. This development consists of extensive single-family residential areas as well as commercial, office, and multi-family residential structures.

Economic activity in Arlington County has historically been closely associated with numerous governmental activities of the Washington Metropolitan region. In 2022, about 22.1 percent (or about 50,300) of the jobs in Arlington County are with the numerous federal, state, or local government agencies. In recent years, however, the private employment base, particularly in the service sector, has increased substantially. The 2022 estimates show that sectors of the professional and technical services (27.6 percent and 62,800 jobs) and other services (21.7 percent and 49,400 jobs) have become the top industries for employment in Arlington County.



## **ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT**

The government of Arlington County has been organized according to the County Manager Plan of Government since 1932. Arlington County was the first jurisdiction in the United States to adopt a manager form of government by popular vote.

The five members of the County Board are elected at large for staggered, four-year terms. No more than two members are elected at one time. The Chairman of the County Board is elected annually by the members.

The County Board is responsible for several appointments. The County Board appoints a County Manager to serve as the chief executive and administrator of the County. The County Manager serves at the pleasure of the County Board, implements its policies, directs business and administrative procedures, and appoints department directors.

Assisting the County Manager are two Deputy County Managers, three Assistant County Managers and the Directors of 12 departments: Fire; Police; Public Safety Communications and Emergency Management; Environmental Services; Human Services; Economic Development; Community Planning, Housing and Development; Parks and Recreation; Management and Finance; Libraries; Human Resources; and Technology Services.

The County Board also appoints an Auditor to complement and augment the County's existing internal auditing program. The auditor, and an advisory committee, report directly to the County Board and focus on tightening financial oversight and deepening program performance review.

Finally, the County Board appoints a County Attorney. The County Attorney provides legal services to the County Board, County agencies and personnel, elected County officials, independent County boards and commissions, and the Arlington School Board.

The operation of public schools in Arlington County is the responsibility of a five-member School Board. School Board members serve staggered, four-year terms in a sequence similar to that of County Board members.

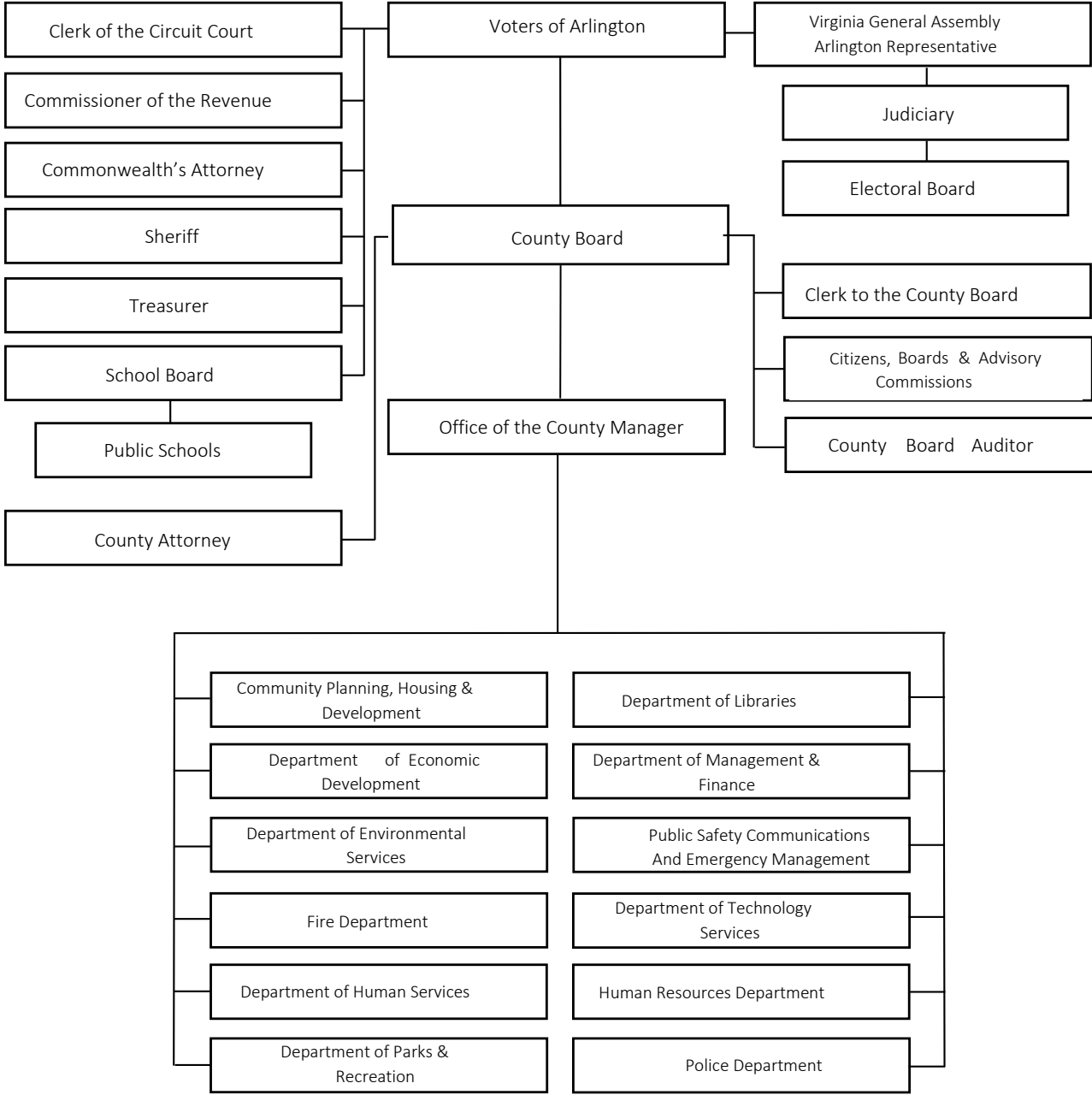
A 1992 revision of the State Code provided a local option to elect the School Board; Arlington voters chose to exercise that option via a November 1993 referendum. As of November 1994 and continuing each year thereafter, School Board members are elected.

The Superintendent of Schools is appointed by the School Board for a four-year term; the Superintendent administers the operations of the County's public schools. The local share of the cost of operating public schools in the County is met with an appropriation and transfer by the County Board from the County's General Fund. Operations of the School Board, however, are independent of the County Board and the County administration as prescribed by Virginia law.

In addition to the County Board, other elected County officials include the Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer, and Clerk of the Circuit Court. The Judges of the Circuit Court, the General District Court, and the Juvenile and Domestic Relations District Court are appointed by the State legislature.

The structure of Arlington County's Government is depicted in an organizational chart on the following page.

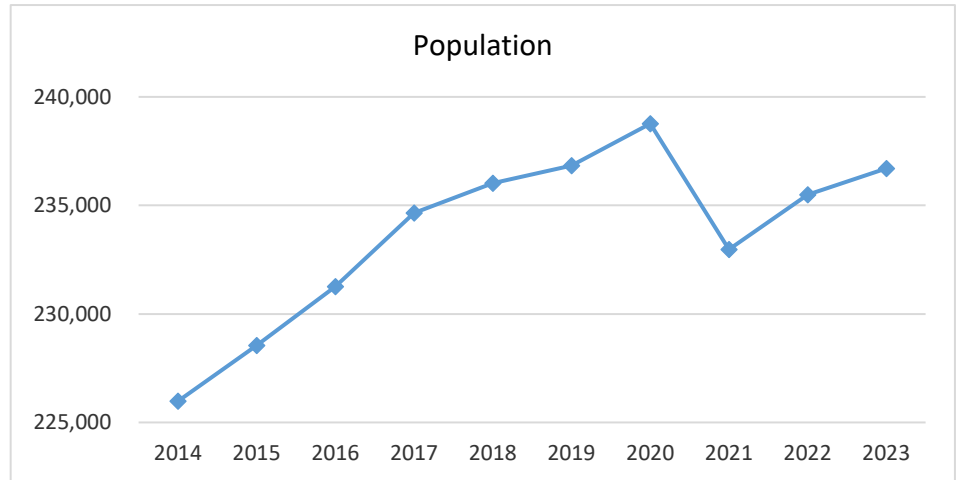
**ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT**



**DEMOGRAPHICS**

The Department of Community Planning, Housing and Development (CPHD) estimates Arlington County’s 2022 population to be 235,500. Arlington continues to be among the most densely populated jurisdictions in the Country. The County’s population has grown since 2014 with a dip in population in 2021 following the COVID-19 pandemic. The population has started to recover and is expected to increase going forward.

The new 2020 Estimation model utilizes the Master Housing Unit Database (MHUD) (updated twice a year), most recent vacancy data from Costar and the American Community Survey, and average household size factors from the American Community Survey. The MHUD provides a complete snapshot of all housing in Arlington. This new method applies a



vacancy/occupancy rate and average household size factor to each housing unit and estimates the population for each unit or multifamily complex. In developing this methodology, the estimates were compared to the decennial count and intercensal estimates produced by the Census Bureau.

CPHD estimates that 19.6 percent (46,140 persons) of the population are under the age 20. Individuals between the ages of 20-24 make up 6.8 percent or 16,090 persons. Those between the ages of 25-34 make up the largest share of the population at 23.6 percent or 55,520 persons. Persons between the ages of 35-44 represent 16.5 percent of the population (or 38,950 persons), those between the ages 45-64 make up 22.4 percent (or 52,640 persons), those between the ages of 65-84 make up 9.7 percent (or 22,930 persons), and those 85 and over represent 1.4 percent of the population (or 3,200 persons).

**RACIAL/ETHNIC COMPOSITION**

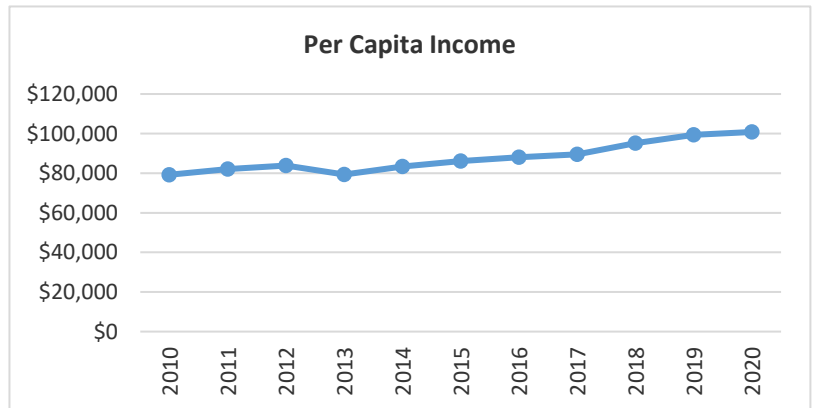
Arlington County takes pride in, and gains vitality from, the diversity of its population. According to the 2020 Census, 58.5 percent of Arlington residents are white, 15.7 percent are Hispanic, 8.5 percent are black or African-American, 11.5 percent are Asian or Other Pacific Islanders, less than one percent are American Indian or Alaska Native, and 5.7 percent identified as another race or two or more races. (Note: percentages may not add due to rounding.)

CPHD estimates that the aggregate population of Arlington increased by 14.9 percent between 2010 and 2020. From 2010 to 2020, the largest increase in population among the racial/ethnic groups was an increase of about 7,473 among the Asian population. Among other groups, the population of two or more races also increased substantially, by 6,900 persons. The Hispanic population increased by 5,980 persons, and the white population increased by 6,692 persons between 2010 and 2020. The following table shows the change in population among various racial/ethnic groups from 2010 to 2020. The 2010 and 2020 figures are from the Decennial Censuses.

Racial/Ethnic Group	2010	2020	% Change
Non-Hispanic/Latino			
White	132,961	139,653	5.0%
Black or African American	17,088	20,330	19.0%
American Indian or Alaska Native	394	258	-34.5%
Asian	19,762	27,235	37.8%
Native Hawaiian or Other Pacific Islander	133	118	-11.3%
Some Other Race	611	1,491	144.0%
Two or More Races	5,296	12,196	130.3%
<b>Total Non-Hispanic/Latino</b>	<b>176,245</b>	<b>201,281</b>	<b>14.2%</b>
Hispanic/Latino	31,382	37,362	19.1%
<b>TOTAL</b>	<b>207,627</b>	<b>238,643</b>	<b>14.9%</b>

**EDUCATION**

Arlington’s population is among the most highly educated in the country. According to the U.S. Census Bureau 2020 American Community Survey, 94.9 percent of all household residents age 25 and older were high school graduates, 75.8 percent were college graduates, and 40.5 percent had graduate or professional degrees. Of the Arlington Public School (APS) class of 2021, 94 percent planned to pursue higher education, and the average expenditure per pupil was expected to be \$20,000 in fiscal year 2022.



**PERSONAL INCOME**

The educational achievements of Arlington’s population are reflected in the County’s income statistics as well. In 2020, the Bureau of Economic Analysis reported that Arlington’s per capita personal income was \$100,823. According to the U.S. Census American Community Survey, the median household income in Arlington County in 2020 was \$122,604. The Per Capita Income graph above shows the growth in per capita personal income since 2010. Income figures for 2010 through 2020 are from the U.S. Bureau of Economic Analysis.



**HOUSING**

According to CPHD estimates, there are 120,200 total housing units in Arlington as of January 2022. A housing unit is a multi-family dwelling, a single-family dwelling attached to other dwellings, or a single-family detached dwelling. The majority (71.3 percent or 85,700) of housing units in Arlington are multi-family. There are an estimated 27,500 single-family detached (22.9 percent), and 7,000 single-family attached housing units (5.8 percent) in Arlington. Since 2010, growth in housing units has been largely due to multi-family development. Between 2020 and January 2022, 3,000 new multi-family units have been completed (an increase of 3.6 percent), compared to a net of 100 single-family attached units. There has been a net gain of 200 single family detached units during the same time span. According to CPHD estimates, owners occupy 38.5 percent and renters occupy 61.5 percent of occupied housing units.

**HOUSEHOLD COMPOSITION**

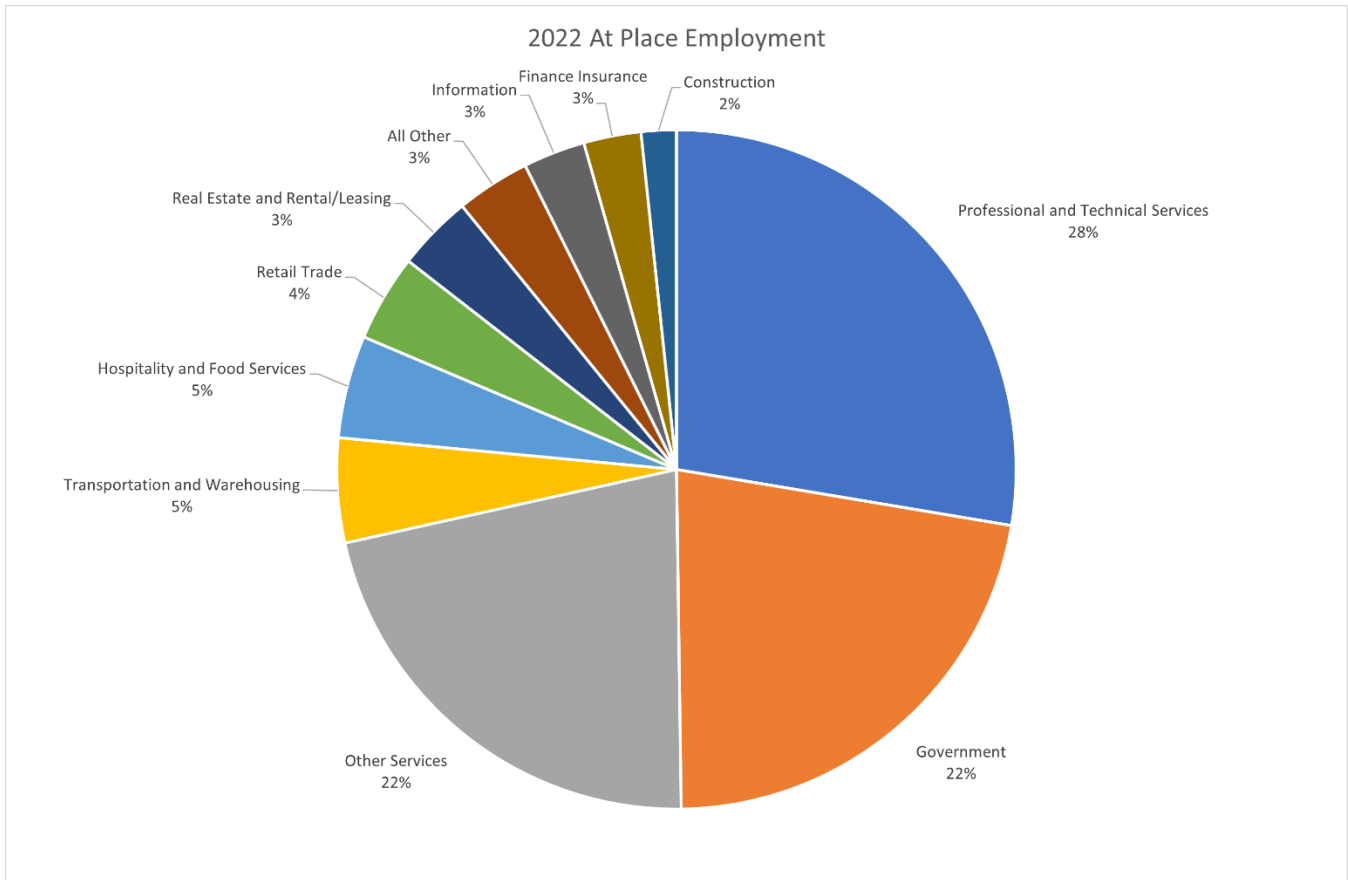
All persons living in a housing unit are termed a household. As of January 2022, CPHD estimates that there are 112,300 households in Arlington County. According to the 2020 Census, the average household size is 2.14 persons. The 2020 American Community Survey estimates 46 percent of Arlington households were family households and 54 percent were non-family households.

**COMMUNITY FACILITIES IN ARLINGTON**

▪ County Owned Parkland	924 acres	▪ Rectangle Fields	42
▪ NOVA Parks	136 acres	▪ Libraries	8
▪ Multi-Use Trails (Off-Street)	52	▪ Nature Centers	3
▪ County Owned Parks	148	▪ 55+ Centers	4
▪ Tennis and Basketball Courts	185	▪ Indoor Facilities	17
▪ Diamond Fields	35	▪ Fire Stations	9

**AT-PLACE EMPLOYMENT**

According to Arlington County estimates, the total number of jobs in the County decreased by about 3.2 percent between 2020 and 2022. The service sector comprises a significant share of jobs in Arlington. About 27.6 percent of all jobs are in the professional and technical services sector. Another 21.7 percent of jobs are in other service sectors, including administrative, education, and health. The government sector also continues to comprise a large share of Arlington jobs. About 22.1 percent (50,300 jobs) of the County’s January 2022 employment is estimated to be in government. 2017 was the first year in which a sector (professional and technical services) other than government held the highest percentage of at-place jobs in Arlington County.



**At-Place Employment**

Professional and Technical Services	62,800
Government	50,300
Other Services	49,400
Transportation and Warehousing	11,300
Hospitality and Food Services	11,100
Retail Trade	9,400
Real Estate and Rental/Leasing	8,200
All Other	8,000
Information	6,700
Finance Insurance	6,200
Construction	3,800
<b>TOTAL</b>	<b>227,200</b>

- Source: Sector employment are Arlington County CPHD estimates based on data from the U.S. Bureau of Economic Analysis for the year 2018 (most current available). Unemployment data is from the U.S. Bureau of Labor Statistics Local Area Unemployment Statistics (LAUS).
- Note: Jobs by sector may not add due to rounding.

**TOP 10 PRINCIPAL PRIVATE EMPLOYERS**

COMPANY	NATURE OF BUSINESS
Accenture	Business Services
Amazon	Electronic Shopping
Bloomberg BNA	Legal, Tax and Business News
Booz Allen Hamilton	Business Services
Deloitte	Business Services
Gartner	Business Services
Grant Thornton	Business Services
Lidl	Grocery Stores
Nestle	Durable Goods
Virginia Hospital Center	Medical Services

Source: Arlington Economic Development

**SELECTED SERVICE INDICATORS**

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
General Obligation Bond Rating	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
New Voters Registered by Electoral Board (Calendar Year)	11,768	10,000	12,000
Inspections Conducted for Fire Code Enforcement, fire protection system, and hazardous materials inspections	1,936	3,400	3,400
Percentage of Fire Emergencies Reached Within Four Minutes of Dispatch	62%	60%	60%
Fire/EMS/Public Service Responses	55,229	55,000	55,000
Refuse Collected on County and Contracted Routes (Tons)	29,274	27,036	25,700
Total Curbside Recycling Tonnage Collected	10,049	9,544	10,000
Licensed Child Care Facilities (Family Day Care Homes)	129	135	135
Number of resident registrations in Parks and Recreation programs	39,193	45,000	60,000
Number of individuals registered with the Office of 55+ Programs	2,502	4,000	5,000
Police response time for Priority 1 calls (minutes from dispatch to arrival)	4:56	4:55	4:53