GLOSSARY AND APPENDIX

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FY 2024 BUDGET CALENDAR

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

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

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BUDGET PROCESS

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

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

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

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

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

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

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

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

Operating departments, as well as DMF staff, regularly monitor financial reports and on-line financial tables by comparing actual results to budgeted amounts. Special detailed financial reviews are completed and presented to the County Board at mid-year (mid-year review), third-quarter (third-quarter review), and at the end of the fiscal year (closeout report). Funds not spent in one fiscal year may be reappropriated in a subsequent fiscal year.

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

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

Budgetary Basis

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

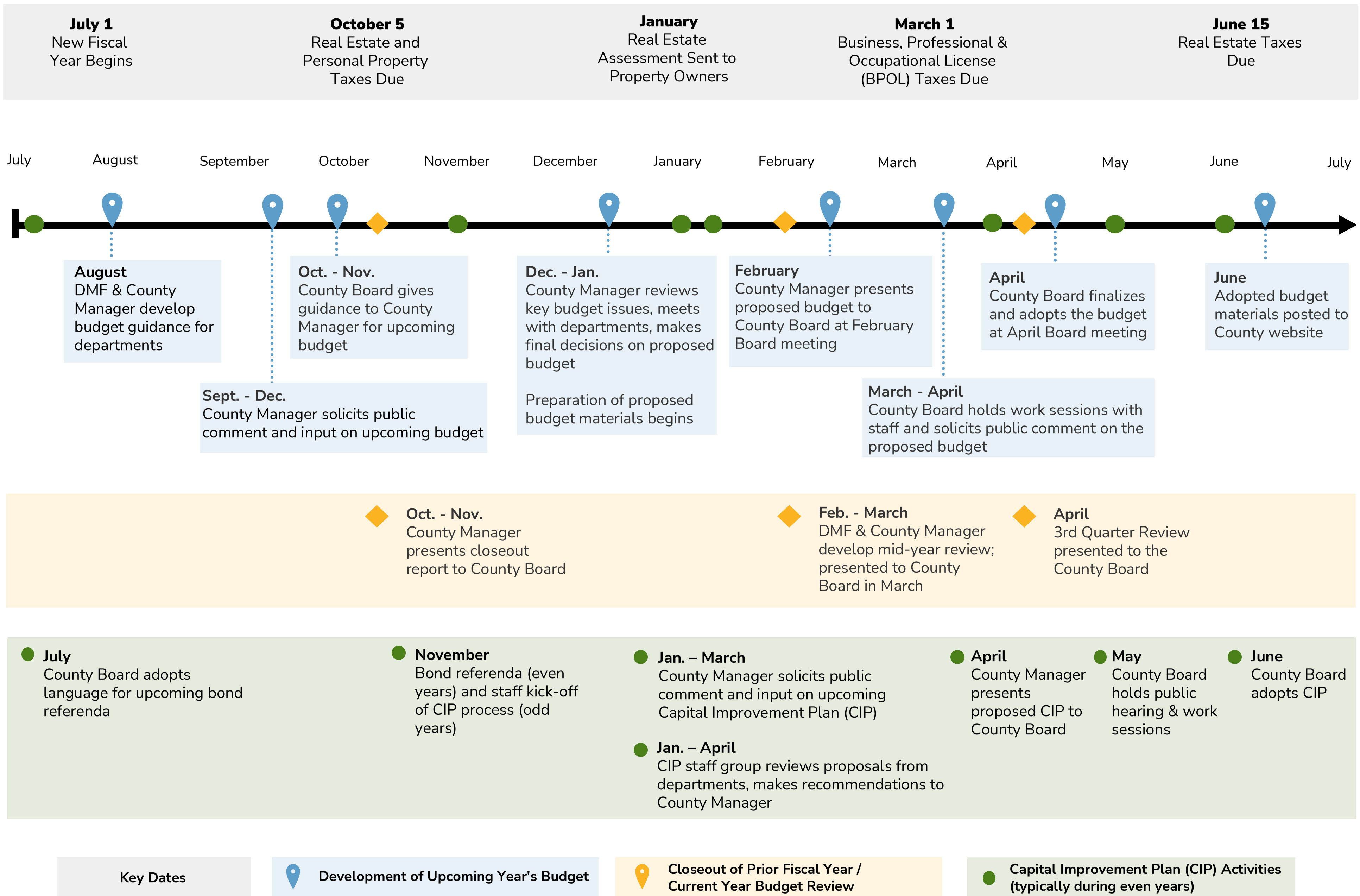
The Enterprise Funds (such as Utilities, Ballston Public Parking Garage, and CPHD Development Fund), Internal Service Funds, and Trust and Agency Funds are recorded using the accrual basis of accounting – where revenues are recorded when earned and expenditures are recorded when the associated liabilities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

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

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

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

Annual Budget Cycle and Related Events



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SELECTED FISCAL INDICATORS: FY 2015 - FY 2024

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
DOLLARS (IN MILLIONS)										
Total All Operating Funds	$1,479.3	$1,528.2	$1,580.2	$1,725.6	$1,708.5	$1,719.3	$1,743.7	$2,226.5	$1,960.9	$2,055.5
General Fund Expenditures	1,173.0	1,184.4	1,222.0	1,255.5	1,261.7	1,323.8	1,312.6	1,727.9	1,498.9	1,551.6
State/Federal Revenue	85.2	88.8	93.4	92.9	94.1	110.5	133.6	138.8	121.2	113.0
METRO Operating Subsidy	29.9	30.3	30.3	36.2	42.6	47.6	47.8	46.6	46.6	47.8
County Govt. Debt Service	68.0	62.9	60.3	62.3	67.7	72.0	66.5	73.5	77.0	79.4
School Operating Fund	434.8	462.4	462.6	495.1	515.2	528.4	531.1	612.7	632.7	675.2
Operating Transfer	386.9	400.0	395.6	424.7	436.9	444.2	430.4	488.0	513.2	529.7
School Debt Service	44.1	44.5	46.2	50.3	58.4	59.2	54.8	58.3	59.9	64.9
Utilities Enterprise Fund	86.2	86.7	84.3	90.6	88.4	85.0	86.9	86.0	92.8	96.2
Housing and Community Development	1.2	1.5	3.6	1.9	5.1	6.2	6.7	2.0	2.8	3.1
Bonded Indebtedness (1)	898.5	882.5	990.3	1,083.9	1,167.4	1,083.4	1,312.3	1,188.4	1,243.6	1,373.7
SHARES										
School Operating Fund as a Percentage of Total Funds	29.4%	30.3%	29.3%	28.7%	30.2%	30.7%	30.5%	27.5%	32.3%	32.8%
School Operating Transfer as a Percentage of General Fund	33.0%	33.8%	32.4%	33.8%	34.6%	33.6%	32.8%	28.2%	34.2%	34.1%
Total Debt service as a Percentage of General Fund Expenditures	8.5%	8.2%	8.1%	8.8%	8.7%	9.1%	8.3%	7.1%	8.6%	9.1%
Debt as a Percentage of Est. Actual Property Value (1)	1.2%	1.2%	1.3%	1.4%	1.5%	1.3%	1.5%	1.4%	1.4%	1.7%
PEOPLE										
Resident Population (2)	228,548	231,259	234,647	236,025	236,842	238,766	232,965	235,500	237,300	238,300
At-Place Employment (3)(4)	221,700	211,000	222,300	224,200	227,000	234,800	219,300	216,900	214,600	216,900
County FTE's	3,838.7	3,872.8	3,931.3	3,976.4	3,951.2	3,967.9	4,023.0	4,120.6	4,240.6	4,264.6
School Operating Fund FTE's	3,914.8	4,271.7	4,414.8	4,897.4	4,629.4	4,586.0	4,610.8	4,775.5	4,846.2	4,966.7
School Enrollment (5)	24,529	25,238	26,152	26,941	27,436	28,020	26,895	26,911	27,583	28,151

NOTES:

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

(2) Resident Population reflects U.S. Census Bureau Intercensal Estimates for FY 2014 through FY 2019 and annual population estimates for FY 2020 and FY 2021. FY 2022 actuals and FY 2023 adopted numbers reflects Arlington County CPHD Estimate as of January 1, 2023. FY 2024 CPHD estimate based on under construction residential development.

(3) At-Place Employment FY 2015 - FY 2020 reflect estimates published in the annual Arlington County Profile.

(4) At-Place Employment numbers for FY 2021 - FY 2022 have been revised to reflect new CPHD employment estimation methodology used to estimate FY 2023 and FY 2024 employment numbers. Estimated reflect office vacancy rates but do not capture temporary and permanent changes in work location such as teleworking due to COVID-19.

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

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GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund [1]			Other Funds [2]			Total Government Funds		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	**$329,886,148**	**$362,807,057**	**$299,823,825**	**$443,591,600**	**$444,408,753**	**$377,312,457**	**$773,477,748**	**$807,215,810**	**$677,136,282**
REVENUES									
Real Estate Tax	$830,318,888	$852,164,325	$882,991,300	-	-	-	$830,318,888	$852,164,325	$882,991,300
Personal Property Tax	127,056,189	132,652,147	142,730,733	-	-	-	127,056,189	132,652,147	142,730,733
BPOL Tax	77,913,434	78,000,000	83,280,000	-	-	-	77,913,434	78,000,000	83,280,000
Sales Tax	47,967,779	46,000,000	52,800,000	-	-	-	47,967,779	46,000,000	52,800,000
Transient Tax	15,070,995	16,500,000	22,000,000	-	-	-	15,070,995	16,500,000	22,000,000
Utility Tax	16,770,949	17,200,000	15,900,000	-	-	-	16,770,949	17,200,000	15,900,000
Consumption Usage Tax	750,402	750,000	750,000	-	-	-	750,402	750,000	750,000
Meals Tax	39,302,301	39,000,000	45,000,000	-	-	-	39,302,301	39,000,000	45,000,000
Communications Tax	5,374,311	5,750,000	5,100,000	-	-	-	5,374,311	5,750,000	5,100,000
Other Local Taxes	23,871,525	20,935,000	20,613,000	-	-	-	23,871,525	20,935,000	20,613,000
Subtotal Taxes	**1,184,396,773**	**1,208,951,472**	**1,271,165,033**	-	-	-	**1,184,396,773**	**1,208,951,472**	**1,271,165,033**
Licenses, Permits and Fees	14,678,868	7,344,004	9,031,300	-	-	-	14,678,868	7,344,004	9,031,300
Fines, Interest, Other	32,341,485	21,025,128	22,126,354	-	-	-	32,341,485	21,025,128	22,126,354
Charges for Services	54,163,697	65,551,375	69,405,668	-	-	-	54,163,697	65,551,375	69,405,668
Miscellaneous [4]	330,951,752	2,859,704	2,373,032	-	-	-	330,951,752	2,859,704	2,373,032
Revenue from State	83,711,767	86,295,460	89,847,550	-	-	-	83,711,767	86,295,460	89,847,550
Revenue from Federal Govt.	55,105,568	34,883,714	23,123,142	-	-	-	55,105,568	34,883,714	23,123,142
Subtotal Other	**570,953,137**	**217,959,385**	**215,907,046**	-	-	-	**570,953,137**	**217,959,385**	**215,907,046**
TOTAL REVENUES	**1,755,349,910**	**1,426,910,857**	**1,487,072,079**	**$306,182,756**	**$288,280,417**	**$301,789,113**	**2,061,532,666**	**1,715,191,274**	**1,788,861,192**
TRANSFERS IN	6,211,590	8,972,704	10,195,818	26,678,279	25,415,716	25,764,958	32,889,869	34,388,420	35,960,776
Donations (Fund 199)	6,239,031	-	-	-	-	-	-	-	-
TOTAL BALANCES, REVENUES, & TRANSFERS IN	**2,097,686,679**	**1,798,690,618**	**1,797,091,722**	**776,452,635**	**758,104,886**	**704,866,528**	**2,867,900,283**	**2,556,795,504**	**2,501,958,250**
EXPENDITURES									
Operating Expenses [4]	1,010,649,157	753,223,823	789,264,483	$296,943,311	$264,026,723	$277,643,128	1,307,592,468	1,017,250,546	1,066,907,611
Metro Operations	46,622,208	46,622,208	47,842,394	-	-	-	46,622,208	$46,622,208	47,842,394
Capital Outlay	10,478,484	10,302,176	11,000,000	-	-	-	10,478,484	$10,302,176	11,000,000
Contingents - General/Other [3]	25,178,329	8,039,306	135,000	-	-	-	-	8,039,306	135,000
Contingents - Housing Fund	-	18,085,533	14,488,254	-	-	-	-	18,085,533	14,488,254
Subtotal	**1,092,928,178**	**836,273,046**	**862,730,131**	**296,943,311**	**264,026,723**	**277,643,128**	**1,389,871,489**	**1,100,299,769**	**1,140,373,259**
Debt Service	73,511,781	77,110,907	79,531,024	30,269,920	31,865,151	32,695,312	103,781,701	108,976,058	112,226,336
Subtotal County	**1,166,439,960**	**913,383,953**	**942,261,155**	**327,213,231**	**295,891,874**	**310,338,440**	**1,493,653,190**	**1,209,275,827**	**1,252,599,595**
Schools Transfer	559,993,834	584,382,149	608,226,735	-	-	-	559,993,834	584,382,149	608,226,735
Subtotal Schools	**559,993,834**	**584,382,149**	**608,226,735**	-	-	-	**559,993,834**	**584,382,149**	**608,226,735**
TOTAL EXPENDITURES	**1,726,433,793**	**1,497,766,102**	**1,550,487,890**	**327,619,886**	**297,345,134**	**312,076,280**	**2,054,053,679**	**1,795,111,236**	**1,862,564,170**
TOTAL CARRYOVER	**-**	**-**	**-**	**3,883,796**	**37,087,027**	**32,004,080**	**3,883,796**	**37,087,027**	**32,004,080**
TRANSFERS OUT	1,487,066	1,100,691	1,143,097	19,036,903	19,533,749	18,849,365	20,523,969	20,634,440	19,992,462
Donations (Fund 199 Expenditures)	6,958,762	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	**1,734,879,622**	**1,498,866,793**	**1,551,630,987**	**350,540,585**	**353,965,910**	**362,929,725**	**2,085,420,207**	**1,852,832,703**	**1,914,560,712**
ENDING BALANCE	**$362,807,057**	**$299,823,825**	**$245,460,735**	**$425,912,050**	**$404,138,976**	**$341,936,803**	**$788,719,107**	**$703,962,801**	**$587,397,538**

[1] Certain portions of fund balance have been reserved or designated by the County Board for specific purposes (See ACFR). The FY 2022 beginning and ending fund balance includes the GASB 84 adjustment shown in the FY 2022 ACFR. The FY 2023 adopted beginning balance is restated to reflect the actual FY 2022 ending balance.

[2] Revenue and expenditure detail for Other Funds can be found in the fund statements contained in the Enterprise, Special Revenue, and Internal Service Fund section of this budget book.

[3] Contingents - General/Other includes costs for the General Contingent, Stabilization Reserve, and COVID-19 Response.

[4] Miscellaneous revenues and operating expenses in FY 2022 include GASB 87 and 96 adjustments. See the GASB 87 and 96 summary in the Budget Summaries section of the adopted budget book for departmental details.

	Ballston Business Improvement District[5]			Rosslyn Business Improvement District[5]			National Landing Business Improvement District[5]		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	$139,805	$120,727	$187,102	$191,492	$144,760	$81,541	($194,933)	($3,318)	$75
TOTAL REVENUES	1,521,367	1,431,745	1,476,793	4,015,678	4,352,535	4,545,682	4,512,195	4,566,084	4,742,121
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	1,661,172	1,552,472	1,663,895	4,207,170	4,497,295	4,627,223	4,317,262	4,562,766	4,742,196
EXPENDITURES									
Operating Expenses	1,405,390	1,403,110	1,447,257	4,024,962	4,156,671	4,341,126	4,231,263	4,360,610	4,528,726
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	1,405,390	1,403,110	1,447,257	4,024,962	4,156,671	4,341,126	4,231,263	4,360,610	4,528,726
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	30,410	28,635	29,536	80,119	87,051	90,914	90,244	91,322	94,842
TOTAL EXP., CARRYOVER, & TRANSFERS	1,435,800	1,431,745	1,476,793	4,105,081	4,243,722	4,432,040	4,321,507	4,451,932	4,623,568
ENDING BALANCE	$225,372	$120,727	$187,102	$102,089	$253,573	$195,183	($4,246)	$110,834	$118,628

	Community Development Fund			Housing Choice Voucher Fund			Utilities Fund[5a]		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	-	-	-	$2,403,784	$2,525,266	$2,990,671	$16,178,142	$15,392,518	$16,686,430
TOTAL REVENUES	$2,010,872	$2,800,236	$3,132,006	24,263,194	22,918,461	26,677,770	100,775,385	108,108,804	110,006,856
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	2,010,872	2,800,236	3,132,006	26,666,978	25,443,727	29,668,441	116,953,527	123,501,322	126,693,286
EXPENDITURES									
Operating Expenses	2,010,872	2,800,236	3,132,006	23,753,874	22,840,894	26,434,579	57,917,991	64,807,192	67,555,178
Debt Service	-	-	-	-	-	-	28,095,018	28,006,612	28,602,158
TOTAL EXPENDITURES	2,010,872	2,800,236	3,132,006	23,753,874	22,840,894	26,434,579	86,013,009	92,813,804	96,157,336
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	15,548,000	15,295,000	13,849,520
TOTAL EXP., CARRYOVER, & TRANSFERS	$2,010,872	$2,800,236	$3,132,006	23,753,874	22,840,894	26,434,579	101,561,009	108,108,804	110,006,856
ENDING BALANCE	-	-	-	$2,913,104	$2,602,833	$3,233,862	$15,392,518	$15,392,518	$16,686,430

[5]The Business Improvement Districts exclude the contribution for delinquency and appeals in operating expenses.
[5a] The value of warehouse inventory at Water, Sewer, Streets Bureau is not reflected in the fund statement.

GOVERNMENTAL FUNDS' SUMMARIES

	Automotive Equipment Fund [5b]			Printing Fund [5c]			Ballston Quarter TIF		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	$9,725,729	$10,107,547	$9,124,665	-	-	-	$1,395,959	-	-
TOTAL REVENUES	18,774,018	22,463,505	22,911,501	2,413,354	1,698,618	1,348,000	2,913,249	$2,039,119	$1,841,669
TRANSFERS IN	-	470,025	306,000	254,979	262,658	777,258	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	28,499,747	33,041,077	32,342,166	2,668,333	1,961,276	2,125,258	4,309,208	2,039,119	1,841,669
EXPENDITURES									
Operating Expenses	12,043,463	20,020,712	20,875,345	$3,213,789	1,961,276	1,996,021	2,822,008	2,039,119	1,841,669
Debt Service	1,239,569	2,317,794	2,234,422	-	-	-	-	-	-
TOTAL EXPENDITURES	13,283,032	22,338,506	23,109,767	3,213,789	1,961,276	1,996,021	2,822,008	2,039,119	1,841,669
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	130,000	130,000	130,000	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	13,413,032	22,468,506	23,239,767	$3,213,789	$1,961,276	$1,996,021	2,822,008	$2,039,119	$1,841,669
ENDING BALANCE	$15,086,715	$10,572,571	$9,102,399	-	-	-	$1,487,200	-	-

	Ballston Garage			Ballston Garage - 8th Level			CPHD Development Fund		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	$1,189,044	$1,079,662	$1,239,134	$1,597,633	$1,703,159	$1,769,208	$12,980,581	$10,836,807	$8,028,260
TOTAL REVENUES	14,457,459	3,180,115	2,907,469	203,329	194,380	194,380	34,719,144	22,568,000	24,263,095
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	15,646,503	4,259,777	4,146,603	1,800,962	1,897,539	1,963,588	47,699,725	33,404,807	32,291,355
EXPENDITURES									
Operating Expenses	14,487,002	2,986,338	3,056,381	80,987	111,383	140,475	36,894,358	26,187,835	27,781,797
Debt Service	-	605,245	340,222	-	-	-	-	-	-
TOTAL EXPENDITURES	14,487,002	3,591,583	3,396,603	80,987	111,383	140,475	36,894,358	26,187,835	27,781,797
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	14,487,002	3,591,583	3,396,603	80,987	111,383	140,475	36,894,358	26,187,835	27,781,797
ENDING BALANCE	$1,159,501	$668,194	$750,000	$1,719,975	$1,786,156	$1,823,113	$10,805,367	$7,216,972	$4,509,558

[5b] The County does not budget for its Stores function in the Auto Fund as it buys and charges other County departments for inventory items like vehicle parts and fuel. The Stores function generates revenue to cover its expenses by charging other County

[5c] The County does not budget for its Postage function in the Print Fund. The Postage function generates revenue to cover its expenses by charging other County departments.

GOVERNMENTAL FUNDS' SUMMARIES

	Transportation Capital Fund [6]			Utilities Fund Capital			General Capital - PAYG		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	$186,288,992	$200,007,470	$189,442,719	$41,683,431	$43,392,530	$26,977,530	$130,488,032	$119,908,842	$90,087,215
TOTAL REVENUES	49,647,168	34,451,267	37,374,864	9,321,818	11,255,000	15,665,000	12,691,708	17,548,000	12,209,000
TRANSFERS IN	-	-	-	15,548,000	15,755,000	13,410,000	10,478,484	8,550,000	11,025,000
TOTAL BALANCE & REVENUES & TRANSFERS IN	235,936,160	234,458,737	226,817,583	66,553,249	70,402,530	56,052,530	153,658,224	146,006,842	113,321,215
EXPENDITURES									
Operating Expenses	40,060,089	30,549,526	32,720,311	23,160,719	27,010,000	29,075,000	48,375,823	26,098,000	23,234,000
Debt Service	-		-	-	-	-	-	-	-
TOTAL EXPENDITURES	40,060,089	30,549,526	32,720,311	23,160,719	27,010,000	29,075,000	48,375,823	26,098,000	23,234,000
TOTAL CARRYOVER	-	3,360,000	-	-	10,875,000	17,060,000	-	15,195,187	14,944,080
TRANSFERS OUT	3,158,130	3,901,741	4,654,553	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	43,218,219	37,811,267	37,374,864	23,160,719	37,885,000	46,135,000	48,375,823	41,293,187	38,178,080
ENDING BALANCE	$192,717,941	$196,647,470	$189,442,719	$43,392,530	$32,517,530	$9,917,530	$105,282,401	$104,713,655	$75,143,135

	Columbia Pike TIF			Crystal City TIF			Travel & Tourism Promotion Fund		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	$2,053,476	$2,300,906	$3,827,589	$23,390,489	$26,695,729	$21,931,870	-	-	-
TOTAL REVENUES	1,233,140	1,453,260	1,737,840	5,547,728	9,197,660	11,809,660	$1,153,141	$2,125,000	$2,400,000
TRANSFERS IN	-	-	-	-	-	-	396,816	378,033	246,700
TOTAL BALANCE & REVENUES & TRANSFERS IN	3,286,616	3,754,166	5,565,429	28,938,217	35,893,389	33,741,530	1,549,957	2,503,033	2,646,700
EXPENDITURES									
Operating Expenses	-	-	-	5,837,286	9,197,660	11,809,660	1,549,957	2,503,033	2,646,700
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	406,655	1,453,260	1,737,840	5,837,286	9,197,660	11,809,660	1,549,957	2,503,033	2,646,700
TOTAL CARRYOVER	-	-	-	-	446,840	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	406,655	1,453,260	1,737,840	5,837,286	9,644,500	11,809,660	$1,549,957	$2,503,033	$2,646,700
ENDING BALANCE	$2,879,961	$2,300,906	$3,827,589	$23,100,931	$26,248,889	$21,931,870	-	-	-

[6] Projected revenues from Capital Bikeshare user fees and grant reimbursements are not included in this summary.

GOVERNMENTAL FUNDS' SUMMARIES

	Stormwater Operating [7]			Stormwater Capital [7]		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
BEGINNING BALANCE	**$14,079,944**	**$10,196,148**	**$2,612,615**	**-**	**-**	**$2,325,833**
TOTAL REVENUES	**16,008,809**	**15,928,628**	**14,208,855**	**-**	**-**	**2,336,552**
TRANSFERS IN	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**30,088,753**	**26,124,776**	**16,821,470**	**-**	**-**	**4,662,385**
EXPENDITURES						
Operating Expenses	15,073,476	14,993,128	12,690,345	-	-	2,336,552
Debt Service	935,333	935,500	1,518,510	-	-	-
TOTAL EXPENDITURES	**16,008,810**	**15,928,628**	**14,208,855**	**-**	**-**	**2,336,552**
TOTAL CARRYOVER	**3,883,796**	**7,210,000**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**19,892,606**	**23,138,628**	**14,208,855**	**-**	**-**	**2,336,552**
ENDING BALANCE	**$10,196,147**	**$2,986,148**	**$2,612,615**	**-**	**-**	**$2,325,833**

[7] The Stormwater program will be funded by Stormwater Utility fees starting from CY 2024, which requires the County to move this program from Governmental to Enterprise Fund. Hence, the County setup new enterprise funds to track the Operating and Capital Stormwater budget and actual transactions separately beginning FY 2024.

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FY 2024 ADOPTED BUDGET
ONE-TIME FUNDING SUMMARY

	Proposed	Board Additions	Total Adopted
Bonuses for the Skilled Labor and Trades bargaining unit	$ 513,300	-	$ 513,300
Bonuses for non-bargaining staff	6,496,700	-	6,496,700
Bonuses for IAFF bargaining unit	1,021,200	$ 62,200	1,083,400
Arlington Innovation Fund	1,000,000	-	1,000,000
BizLaunch en Español Administrative Specialist	111,340	-	111,340
Extension of ReLaunch	250,000	-	250,000
Staffing support	291,916	-	291,916
Northern Virginia Economic Development Alliance	50,000	-	50,000
Economic Development Incentive Grants	528,730	-	528,730
Fair Housing Study	50,000	-	50,000
AIRE Initiatives	200,000	-	200,000
Environmental Transportation	50,000	-	50,000
Electric Vehicle Purchases	156,669	-	156,669
Heavy Equipment	794,697	-	794,697
CDL Bonus	215,000	-	215,000
Public Assistance Bureau VDSS Recertification	-	500,000	500,000
Program Evaluation of Office Based Opioid Treatment (funded with settlement funds)	45,000	-	45,000
Housing Grants	2,481,350	-	2,481,350
Eviction Prevention	3,000,000	1,000,000	4,000,000
Affordable Housing Investment Fund	-	4,815,004	4,815,004
Food Security Grants	150,000	-	150,000
ARPA Monitoring	85,000	-	85,000
Management & Finance Indirect Cost Allocation Consultant	20,000	-	20,000
Invasive Plant Management	100,000	-	100,000
Tree Maintenance	300,000	-	300,000
Remote Access Software	190,074	-	190,074
Department of Technology Services Intern Positions	222,626	-	222,626
Fire Uniforms	354,900	-	354,900
Fire Specialty Team Box Trucks	191,000	-	191,000
County Benefits Plan Assessment	200,000	-	200,000
Employee Resource Groups	40,000	-	40,000
Other Post-Employment Benefits (OPEB)	3,000,000	-	3,000,000
Pay-As-You-GO (PAYG) Capital Fund	5,000,000	-	5,000,000
County Manager Contingent	2,000,000	-	2,000,000
Support for the Printing Fund	500,000	-	500,000
Collective Bargaining Support	100,000	-	100,000
Library Collections	680,000	-	680,000
Library Operations	406,152	-	406,152
Police Sick Leave Payout	127,000	-	127,000
Police Recruitment	250,000	-	250,000
Police: continuation of 1.75 OT	-	451,980	451,980
PSCEM - Warehouse Logistics	93,907	-	93,907
Rank Choice Voting & March 2024 Primary (state-funded)	84,476	-	84,476
Sheriff Central Laundry Washing Machines	70,000	-	70,000
Sheriff National Commission on Correctional Health (NCCHC) Audit	10,000	-	10,000
Sheriff Prison Rape Elimination Act (PREA) Audit	7,500	-	7,500
Sheriff Recruitment	100,000	-	100,000
Sheriff: continuation of 1.75 OT	-	79,020	79,020
Northern Virginia Juvenile Detention Center	230,000	-	230,000
County Fair	50,000	-	50,000
Animal Welfare League of Arlington (AWLA)	275,000	-	275,000
Arlington Independent Media (AIM)	-	125,000	125,000
Capital Area Food Bank	-	25,000	25,000
Arlington Public Schools	13,998,982	(157,482)	13,841,500
Clerk of the Circuit Court's historical document preservation effort (grant-funded)	-	38,585	38,585
	$ 46,092,519	**$ 6,939,307**	**$ 53,031,826**

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The Opioid Settlement Reserve may only be used on approved opioid abatement purposes.

OPIOID SETTLEMENT RESERVE

As a participating jurisdiction to various nationwide settlement agreements with opioid distributors, Arlington County is eligible to receive:

- Direct payments from the settlement administrators
- An allocation from the Virginia Opioid Abatement Authority (OAA)
- Competitive grants from the OAA

The funding received by the Opioid Settlement Reserve may only be used on approved opioid abatement purposes. In the FY 2024 adopted budget, the County Board appropriated its first use of the settlement funding to expand the County's Office-Based Opioid Treatment Program (OBOT) in the Department of Human Services by adding a Behavioral Health Therapist ($128,345, 1.00 FTE) and consultant funds ($45,000) to conduct a program evaluation of OBOT. The additional therapist funded by the settlement reserve will allow the OBOT program to expand its reach to more participants providing more access to critical medication assisted treatment and therapy. The consultant funding for program evaluation will ensure the most appropriate services are being provided. Future appropriations from the reserve are subject to County Board approval and OAA requirements.

Office-Based Opioid Treatment Program (OBOT)

OBOT is comprised of psychiatrists, therapists, peer specialists, and nurses. Treatment combines the use of contingency management, motivational interviewing, group therapy, medications for opioid use disorders, and urine drug screens. Funding for positions is provided from the State Opioid Response grant (a full-time Peer Recovery Specialist and a part-time nurse), Opioid Settlement funding (a full-time therapist), and local funding.

OBOT is one of several substance use programming efforts under the broader Opioid Response Program, which is managed by the Behavioral Healthcare Division of the Department of Human Services. Performance measures for OBOT and other substance use programs are available online:
http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

OPIOID SETTLEMENT RESERVE
FINANCIAL SUMMARY [1]

	FY 2022 ACTUAL	FY 2023 PROJECTED	FY 2024 PROJECTED
Beginning Balance, July 1	-	-	$429,540
Direct Distribution Payments:			
Distributors [2]	-	$153,231	58,889
Janssen	-	261,887	-
Mallinckrodt	-	14,422	-
Direct Distribution Subtotal	-	429,540	58,889
Virginia Opioid Abatement Authority:			
Annual Allocation [3]	-	-	182,482
Competitive Grants	-	-	-
Virginia Opioid Abatement Subtotal	-	-	182,482
Total Revenue	-	429,540	241,371
Total Revenue and Balance	-	429,540	670,911
Personnel	-	-	128,345
Operating	-	-	45,000
Total Expenditures	-	-	173,345
Closing Balance, June 30	-	$429,540	$497,566

(1) Projected revenues reflect estimates provided by the settlement administrators and OAA at the time of publication. The total funding awarded to the County will continue to evolve as more settlement agreements are reached. The projected expenditures are subject to County Board appropriation and OAA requirements.
(2) The Distributors' settlement refers to three wholesale distributors of prescription opioid medications: McKesson, Cardinal Health, and Amerisource Bergin.
(3) The OAA Annual Allocation includes the OAA's additional 25 percent Gold Standard incentive payment.

FY 2022 FUND BALANCE CARRYOVER SUMMARY & UTILIZATION OF COUNTY MANAGER CONTINGENT

Total Fund Balance from FY 2022	**$ 362,807,057**
FY 2023 ALLOCATION / APPROPRIATION	
Allocation to Reserves	
- General Fund Operating Reserve (committed)	76,613,044
- Self Insurance Reserve (committed)	5,000,000
- Stabilization Reserve (committed)	13,939,644
- Operating & Stabilization Reserve True-up (assigned)	6,883,654
Allocation to Housing	
- Allocation to Specific Projects (committed)	58,135,067
- Unallocated to Specific Projects (committed)	9,182,691
- Unallocated to Specific Projects (assigned)	31,631,761
Allocation to Schools	
- Designated Net Tax Support at FY 2023 Budget Adoption (committed)	20,484,857
- School FY 2022 Expenditure Savings (assigned)	29,159,008
- School Share of Revenue (assigned)	6,347,730
Allocation to Capital	
- Maintenance Capital / Other (committed)	1,884,484
- Maintenance Capital / Other (assigned)	9,800,334
Allocation to FY 2023 Operating Budget	
- Incomplete or New Projects (committed)	31,953,296
- Incomplete or New Projects (assigned)	8,672,481
Allocation to FY 2024 Operating Budget	
- FY 2024 budget (assigned)	26,903,839
Non-Spendable	
- Unrealized Gain/Loss	(25,284,273)
- Prepaids	1,678,224
- Leases	3,678,665
Restricted	
- Unrealized Gain/Loss	25,284,273
- Seized Assets & Grants	1,994,486
- Trust & Agency Funds	18,863,792
FY 2023 TOTAL	**362,807,057**

Total County Manager Contingent	**2,500,000**
FY 2022 ALLOCATIONS	
County Attorney Consultant Work	633,472
Cable Needs Assessment	250,000
Network Security	250,000
Virginia Hospital Center Security	240,000
Healthcare & Retirement Contracts	231,875
Public Safety Wellness & Equipment	185,947
Conviction Review - Commonwealth Attorney's Office	133,847
Public Safety Technology	105,000
Miscellaneous Consultant & Equipment	67,117
Audio Visual Conference Room Support	60,800
New County Logo & 100 Year Anniversary	59,954
State Legislative Consulting	24,000
	2,242,012
Unspent Balance	**$ 257,988**

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Budgeting, Planning, and Reserves

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

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

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

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

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

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

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

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

Capital Improvement Plan

1. The County Manager will biennially submit a ten-year Capital Improvement Plan (CIP) to the County Board. The CIP will address all known facility and infrastructure needs of the County, including the needs of the Arlington County Public Schools.

2. The CIP shall include a detailed description of each capital project, identifying every source of funding, including pay-as-you-go (PAYG), bond financing, and master lease financing. The source of funding will largely be determined based on the useful life of the project. Bond-funded projects will typically have a useful life at least as long as the period over which the bonds will be repaid (generally twenty years). Master lease-financed projects will generally have useful lives of three to ten years and typically include furniture, equipment, rolling stock and technology purchases. PAYG funds provide greater flexibility and will be appropriated annually from general fund revenues.

3. Each project budget shall identify the financial impact on the operating budget, if any.

4. In general, capital projects estimated to cost $100,000 or more should be included in the CIP, including technology and equipment purchases.

5. The County will balance the use of debt financing sources against the ability to utilize PAYG funding for capital projects. While major capital facility projects will generally be funded through bonds, the County will attempt to maintain an appropriate balance of PAYG versus debt, particularly in light of the County's debt capacity and analysis of maintenance capital needs. As part of each biennial CIP process, the County will conduct a comprehensive assessment of its maintenance capital needs.

6. The CIP will include an analysis of the impact the CIP has on the County's debt capacity, debt ratios and long-term financial plan.

7. Voter referenda to authorize general obligation bonds should only be presented to voters when the analysis of the County's debt capacity demonstrates the ability of the County to fund the debt service for the bonds based on the County's "Financial and Debt Service Policies." Absent a compelling reason to do otherwise, the County should have the capacity to initiate construction projects within the two-year period before the next bond referendum. There should also be a demonstrated capability for the County to complete any project approved by referendum within the eight-year time period mandated under state law for sale of authorized bonds. The term "County" in this specific policy includes the Arlington County Government and any entity that receives bond funding from the County (such as the Arlington County Public Schools and the Washington Metropolitan Area Transit Authority).

8. In the off-years of the biennial CIP process, the County will conduct a needs assessment that will reflect, as appropriate, existing master plans and assessments (e.g., the Master Transportation Plan and others.) Given the significant size and diversity of the County's

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

Debt Management

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

1. The ratio of net tax-supported debt service to general expenditures should not exceed ten percent, within the ten-year projection.

2. The ratio of net tax-supported debt to full market value should not exceed three percent, within the ten-year projection.

3. The ratio of net tax-supported debt to income should not exceed six percent, within the ten-year projection.

4. Growth in debt service should be sustainable and consistent with the projected growth of revenues. Debt service growth over the ten-year projection should not exceed the average ten-year historical revenue growth.

5. The term and amortization structure of County debt will be based on an analysis of the useful life of the asset(s) being financed and the variability of the supporting revenue stream. The County will attempt to maximize the rapidity of principal repayment where possible. In no case will debt maturity exceed the useful life of the project.

6. The County will refund debt when it is in the best financial interest of the County to do so. When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be three percent of the refunded bond principal amount.

Variable Rate Debt

1. Variable rate debt exposure should not exceed twenty percent of total outstanding debt.

2. Debt service on variable rate bonds will be budgeted at a conservative rate.

3. Before issuing variable rate bonds, the County will determine how potential spikes in the debt service will be funded.

4. Before issuing any variable rate bonds, the County will determine the impact of the bonds on the County's total debt capacity under various interest rate scenarios; evaluate the risk inherent in the County's capital structure, giving consideration to both the County's assets and its liabilities; and develop a method for budgeting for debt service.

Moral Obligation Debt or Support

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

Derivatives

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

1. The County may consider the use of a derivative product if it achieves one or more of the following objectives:

   - Provides a specific benefit not otherwise available;
   - Produces greater than expected interest rate savings or incremental yield over other market alternatives;
   - Results in an improved capital structure or better asset/liability matching.

2. The County will not use derivative products that are speculative or create extraordinary leverage or risk; lack adequate liquidity; provide insufficient price transparency; or are used as investments.

3. The County will only do business with highly rated counterparties or counterparties whose obligations are supported by highly rated parties.

4. Before utilizing a Swap, the County, its financial advisor, and legal counsel shall review the proposed Swap and outline any associated considerations. Such review shall be provided to the Board and include analysis of potential savings and stress testing of the proposed transaction; fixed versus variable rate and swap exposure before and after the proposed transaction; maximum net termination exposure; and legal constraints.

5. Financial transactions using Swaps or other derivative products used in lieu of a fixed rate debt issue should generate greater projected savings than the typical structure used by the County for fixed rate debt.

6. The County will limit the total notional amount of derivatives to an amount not to exceed twenty percent of total outstanding debt.

7. All derivatives transactions will require County Board approval.

Special Revenue / Enterprise Funds

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

Utilities Fund

1. The County will annually develop a six-year forecast of projected water consumption, revenue, operating expenditures, reserve requirements and capital needs for the Utilities Fund. The six-year forecast will show projected water-sewer rate increases over the planning period.

2. The County will implement water-sewer rate increases in a gradual manner, avoiding spike increases whenever possible.

3. The County will meet or exceed all requirements of any financing agreements or trust indentures.

4. The Utilities Fund will maintain a reserve equivalent to three months' operations and maintenance expenses. The reserve may be used to address emergencies and unexpected declines in revenue. If utilized, the reserve will be replenished over a three-year period to the minimum reserve level. This reserve is in addition to any financing agreement-required debt service reserve funds.

5. The Utilities Fund will maintain debt service coverage of at least 1.25 times on all debt service obligations.

6. The Utilities Fund will be self-supporting.

Transportation Capital Fund

1. New revenue shall not be used to supplant existing transportation funding commitments, and capital investments shall be compliant with state law restrictions on non-supplanting and maintenance of effort requirements.

2. Operating program enhancements (outside base program) that clearly document transportation benefits may be eligible for support from the Transportation Capital Fund.

3. No more than three to five percent of annual expenditures 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' operating 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.

4. If the County chooses to issue debt supported by the Stormwater Fund, such debt will be structured to be self-supporting and will not count against the County's general obligation debt ratios or capacity as long as annual net debt service coverage remains above a minimum of 1.25 times. The term on such bonds will not exceed the average useful life the assets financed, and amortization will be structured to match the supporting revenue stream.

5. Prior to each new issuance of stormwater debt, the County will prepare a projection of net debt service coverage demonstrating that the forecasted future net debt service coverage will be no less than 1.35 times, over the life of the bonds.

6. Stormwater financial policies will be reviewed on a periodic basis.

7. The Stormwater Fund will be self-supporting.

CPHD Development Fund

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

2. The CPHD Development Fund will be self-supporting.

Ballston Garage and Ballston Garage 8th Level Funds

1. The County will annually develop a multi-year forecast of garage revenue, operating expenses, and capital maintenance costs to be updated with each County CIP cycle.

2. An economic stability reserve equivalent to three months of annual parking revenues will be established to address potential revenue variability, ramping up to this level over a four-year period beginning in FY 2019. Any draws upon this reserve will be replenished within the subsequent three (3) fiscal years.

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

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

5. The County will meet or exceed all requirements of any financing agreements or trust indentures.

6. The County will target self-sufficiency in consideration of limits imposed on parking user fee raising ability in the garage by the 1984 documents governing original and ongoing development of the garage.

ARLINGTON
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COMPREHENSIVE PLAN SUMMARY

Background

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

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

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 stormwater 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 that 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

- Chesapeake Bay Preservation Plan and Preservation Area Map
- Public Spaces Master Plan (Containing sub-elements: the Urban Forest Master Plan, Public Art Master Plan, and Natural Resources Management Plan)
- Historic Preservation Master Plan
- Community Energy Plan
- Affordable Housing Master Plan

Although the Planning Division in the Department of Community Planning, Housing and Development is responsible for the overall coordination and review of the Comprehensive Plan, several agencies within Arlington County are responsible for the review of the specific elements that make up the Comprehensive Plan. A web version, which includes the plan elements, can be found on the Comprehensive Plan web page, a part of the Department of Community Planning, Housing and Development's website. The "Essential Guide to Arlington County's Comprehensive Plan" was produced in 2017 and provides specific details on how the Comprehensive Plan is used and reviewed. The Guide illustrates the relationship of the individual elements and sub-elements to the overarching goals of the Comprehensive Plan, and outlines the purpose, goals, history, and implementation of each element and 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. Following acceptance of the 2020 Five-Year Review, a related review process began in 2023.

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

General Land Use Plan

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

The County first adopted a General Land Use Plan in 1961. Since then, the plan has been updated and periodically amended to more clearly reflect the intended use for a particular area. The plan is amended either as part of a long-term planning process for a designated area or as the result of an individual request for a specific change, typically evaluated through a Special GLUP Study. Since its initial printing, there have been numerous updates and amendments to the General Land Use Plan. The County Board adopted an updated General Land Use Plan map and booklet in December 2021, and the web version will continue to show amendments and other minor updates on a bi-annual basis. More information on the GLUP can be found on the GLUP web page.

Department: CPHD

Master Transportation Plan

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

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

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

A comprehensive update of the Master Transportation Plan began in 2004 with the following eight sub-elements adopted by the County Board that now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007, updated 2017), 2) Map Element (2007, updated 2022), 3) Bicycle Element (2008, updated 2019), 4) Pedestrian Element (2008, amended 2011), 5) Transportation Demand and System Management Element (2008), 6) Transit Element (2009, updated 2016), 7) Parking and Curb Space Management Element (2009), and 8) Streets Element (2011, amended 2016). Amendments to the MTP Map have frequently been made, largely in conjunction with other County land use and transportation planning efforts.

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

Department: DES

Stormwater Master Plan

Originally adopted in 1957 with a primary focus on drainage, the Stormwater 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 Stormwater Master Plan with more advanced analysis, a comprehensive risk assessment and mitigation plan is under development and projected to be completed in FY 2024 to articulate more fully and respond to the growing challenges and needs of the program driven by continued rapid increase in impervious surfaces from redevelopment, steep topography, aging and limited drainage infrastructure, changes in rainfall patterns, neighborhood- and watershed-scale chronic flood risks, and stringent regulatory requirements. This effort will include an asset inventory and condition assessment, a challenges and risk matrix, a gaps analysis and sensitivity review, and recommended strategies and measures to prioritize the County's investments in this critical utility infrastructure.

Department: DES

Water Distribution System Master Plan

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

Department: DES

Sanitary Sewer System Master Plan

The Arlington County sanitary sewer system collects and treats wastewater produced in Arlington County and some adjoining portions of Fairfax County, the City of Alexandria, and the City of Falls Church. The Sanitary Sewer Collection System Master Plan, adopted by the County Board in December 2002, evaluates the current sanitary sewer system facilities, practices, and programs and determines the policies and facility improvements needed to provide and maintain adequate service now and in the future. Earlier major plan adoptions were completed in 1970 and 1992. An update to the Sanitary Sewer System plan is underway and is expected to be completed in CY 2023.

Department: DES

Recycling Program Implementation Plan and Map

The Recycling Program Implementation Plan was prepared in compliance with a requirement in the Code of Virginia to include the location of existing recycling centers in the Comprehensive Plan. The purpose of the plan is to provide a guide for the development of effective recycling programs in Arlington County. 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 Commonwealth of Virginia, a twenty-year Solid Waste Management Plan (SWMP) that serves as the blueprint for waste reduction, recycling, and waste management was prepared. Adopted by the County Board in 2004, the SWMP in many ways replaced the Recycling

Program Implementation Plan. However, the Recycling Program Implementation Plan still serves as the relevant Comprehensive Plan element. Since its implementation, the County has achieved nearly all its objectives ahead of schedule. The next update to the SWMP will be needed by 2024.
Department: DES

Chesapeake Bay Preservation Plan and Preservation Area Map

Arlington County is required to maintain a current Chesapeake Bay element of its Comprehensive Plan under the provisions of 9VAC25-830-60. The purpose of the Chesapeake Bay Preservation Plan is to satisfy this requirement of the Chesapeake Bay Preservation Area Designation and Management Regulations. The County Board adopted an update to the Chesapeake Bay Preservation Plan in February 2023. The update addresses the primary content areas required in the Regulations including waterfront access; "physical constraints to development" such as steep slopes and soils, stream erosion, land use, and existing and potential water pollution sources; and aligns with the current Chesapeake Bay Preservation Area Map. The plan details stormwater programs and policies to mitigate stormwater impacts from development activity and protect and restore stream valleys, mirroring the adopted Stormwater Master Plan (2014), and coordinates with the Forestry and Natural Resources Plan anticipated to be adopted in 2023.

The County Board adopted the current Chesapeake Bay Preservation Area Map in 2017, with an effective date of January 2018.

Department: DES

Public Spaces Master Plan

The County Board first adopted the Open Space Master Plan in 1994, updated and renamed it to the Public Spaces Master Plan (PSMP) in 2005, and adopted the most recent PSMP update in April 2019. The 2019 PSMP provides policy guidance for the future of the County'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 with synthetic turf and lighting, dog parks and 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 2023.

Department: DPR

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

Department: AED

Historic Preservation Master Plan

The Historic Preservation Master Plan is the primary guide for historic resources in the County. The purpose of this plan is to establish proactive priorities, goals, and objectives for County historic preservation activities that involve the historic built environment, cultural heritage, and County history in general. The document also serves as a guide to communicate the historic preservation policy of the County Board to property owners, residents, businesses, developers, and others. Additionally, the Historic Preservation Master Plan guides the County Board in its decisions concerning historic resources. Included in the Historic Preservation Master Plan is an implementation strategy outline to guide the various programs to be developed. The County adopted the Historic Preservation Master Plan in 2006. An effort to update the Historic Preservation Master Plan began in 2020 and will culminate with the adoption of a new Master Plan in 2023.

Department: CPHD

Community Energy Plan

In June 2013, the County Board adopted the original Community Energy Plan (CEP), followed by a comprehensive update in September 2019. The purpose of the CEP is to define Arlington's energy goals and policies and identify action items 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 Roadmap, which lays out the strategies to achieve the CEP's goals and implement the policies. 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 keeps the CEP current with marketplace and technological changes and engages stakeholders to integrate these developments and resources.

In addition to implementing numerous CEP Roadmap action items, the County will also finish the CEP-related Energy Assurance Plan and Carbon Neutral Transportation Master Plan.

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

Department: DES

Affordable Housing Master Plan

In September 2015, the County Board adopted the Affordable Housing Master Plan (AHMP). The purpose of the AHMP is to define the County's affordable housing policy and enable Arlington to respond to the current and future needs of residents of all levels of income in the County. The plan includes the context for affordable housing in Arlington, an analysis of current and future housing needs, and the affordable housing policy. The policy is organized around three goals: having an adequate supply of housing for the community's needs; ensuring that all segments of the community have access to housing; and ensuring that housing efforts contribute to a sustainable community. The AHMP fulfills the Code of Virginia requirement that comprehensive plans address affordable housing to meet the current and future needs of residents of all levels of income in the locality.

Accompanying the AHMP is the Affordable Housing Implementation Framework. The Affordable Housing Implementation Framework describes the existing and potential tools that will be the mechanisms for fulfilling the goals, objectives and policies of the AHMP. The framework provides guidance from the County Manager to staff for developing and overseeing specific policies and programs to meet the County's affordable housing needs. In 2019, the County Board launched Housing Arlington, an umbrella program that takes a proactive, expanded approach to reach an equitable, stable, adaptive community. As part of Housing Arlington, a review of the Affordable Housing Master Plan concluded in 2022 with an updated Affordable Housing Master Plan Implementation Framework. The Framework identifies the activities and programs that the County will employ to achieve the goals, objectives, and policies of the Affordable Housing Master Plan.

Department: CPHD

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SUMMARY OF HOUSING PROGRAMS

In keeping with its vision for a diverse and inclusive community, Arlington County supports a variety of housing programs to ensure a range of housing choices for households of all types and income levels. This section pulls information about housing programs from throughout the budget and consolidates summary information on all housing programs in one place. The Funding Summary shows that approximately $85.7 million in funding is being allocated for FY 2024 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals approximately $54.7 million, or 5.8 percent of County government operations (General Fund excluding School's transfer). These figures do not include additional funds outside the County budget that contribute to the affordable housing effort.

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

All of these housing programs are part of a comprehensive County effort to preserve and enhance affordable housing, governed by Arlington's Affordable Housing Principles and Goals. Affordable housing has for many years been a budget priority, and these different County programs target different aspects of the housing challenge ranging from rental assistance to acquisition of committed affordable housing, to homeownership, to code enforcement, and tenant assistance. This summary provides Arlington's Affordable Housing Principles and Goals and multi-year budgeted expenditures.

The Affordable Housing Master Plan (AHMP) was adopted in 2015 as an element of the County's Comprehensive Plan. Its overarching goals of increasing housing supply, facilitating access to housing, and promoting sustainability of the County's housing stock and financial portfolio are being implemented through a variety of programs and projects. Completed in March 2022, a review of the AHMP resulted in an updated analysis of current and future housing needs, an Affordable Housing Master Plan 5-Year Report, and a 2022 Affordable Housing Master Plan implementation framework which identifies the activities and programs the County will employ to achieve the goals, objectives, and policies of the AHMP.

In addition to the progress made with the Affordable Housing Master Plan (AHMP), significant investments in FY 2024 to various housing programs include:

1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at a level of $20.5 million, of which $9.7 million is ongoing General Fund funding, $4.8 million is one-time General Fund funding, $0.8 million is Federal HOME funding budgeted in the Community Development Fund, $1.4 million is ongoing Columbia Pike TIF funding, and $3.8 million is one-time balances from the Columbia Pike TIF.
    - Beginning with the FY 2024 adopted budget, both existing balances ($3,827,589) and the majority of new revenue ($1,430,031) in the Columbia Pike TIF will be dedicated to the County's largest investment in preserving affordable housing along Columbia Pike – preserving the affordability of the 1,334-unit Barcroft Apartments. Funding from the TIF will be coupled with AHIF funding to pay principal and debt service on the $150 million loan provided by the County in December 2021 to support acquisition of the property by Jair Lynch Real Estate Partners. This County loan, in combination with a $160 million low-rate loan from the Amazon Housing Equity Fund will support the preservation of all Barcroft apartments as affordable units.

- In addition, the Columbia Pike TIF will continue to fund two positions within the Community Planning, Housing, and Development's (CPHD) Housing Division, a Principal Development Specialist and Compliance Coordinator (Principal Planner) ($307,809).

2) An additional $4,000,000 (one-time) for eviction prevention is included in the FY 2024 adopted budget to meet the higher demand for this service since the onset of the COVID-19 pandemic.
3) The total funding for the Housing Grant Program in the FY 2024 adopted budget is $14,424,603 including $2,481,350 one-time. The program budget funds the annual increase including increases for the Maximum Allowable Rent. A workgroup was convened in FY 2023 to review the eligibility criteria and operations of the Housing Grant Program. Final recommendations are scheduled to be completed by the summer of 2023 with approved changes to be implemented in FY 2025.
4) Operational costs for the Comprehensive Homeless Services Center ($1,837,626) are included in the adopted FY 2024 budget. The center opened in early FY 2016 and provides a year-round shelter with comprehensive services to move homeless persons to permanent housing and support additional County office space.
5) The FY 2024 adopted budget includes a total of $3,128,283 to support the Mary Marshall Assisted Living Residence which opened in November 2011. This 52-bed facility provides supportive housing with assisted living services for low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities.

ARLINGTON'S AFFORDABLE HOUSING PRINCIPLES & GOALS

Adopted by the County Board in September 2015

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

Principle 1: Housing affordability is essential to achieving Arlington's vision.

Principle 2: Arlington County government will take a leadership role in addressing the community's housing needs.

Principle 3: A range of housing options should be available throughout the County affordable to persons of all income levels and needs.

Principle 4: No one should be homeless.

Principle 5: Housing discrimination should not exist in Arlington.

Principle 6: Affordable housing should be safe and decent.

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

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

Goal 1: Arlington County shall have an adequate supply of housing available to meet community needs.

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

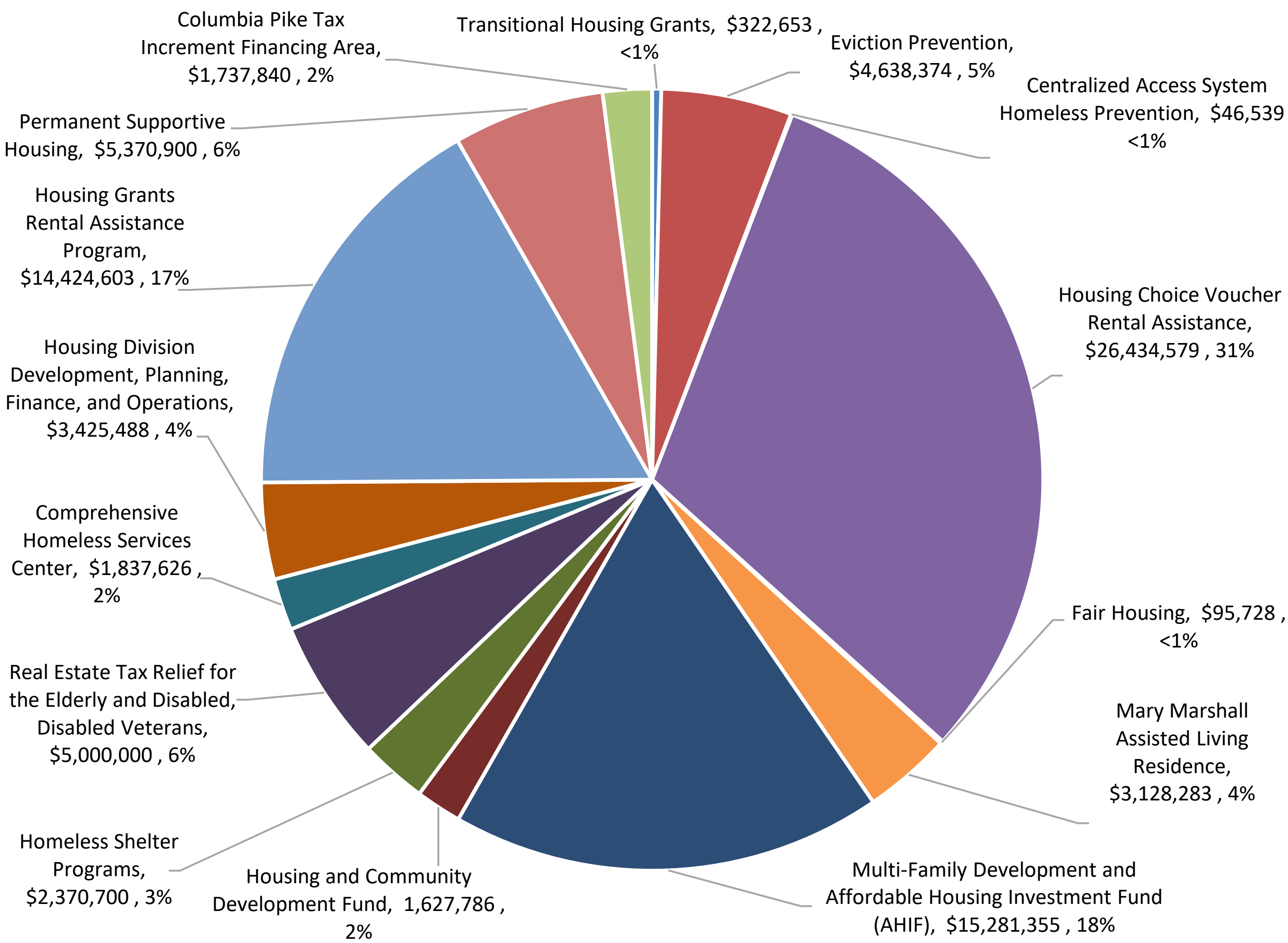
Goal 3: Arlington County shall ensure that its housing efforts contribute to a sustainable community.

FUNDING SUMMARY

The County's housing programs are funded with a variety of local, state, and federal funding, and are managed through the Department of Human Services and the Department of Community Planning, Housing, and Development. Housing funding totals approximately $85.7 million for all funds in FY 2024; additional funds from developer contributions and AHIF loan repayments are also expected to be spent on housing support.

The General Fund net tax support equals approximately $54.7 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 2024 Expense Budget for Housing Programs



PROGRAM SUMMARY

HOUSING MULTI-DEPARTMENTAL PROGRAMS – FY 2019 ADOPTED to FY 2024 ADOPTED

PROGRAM	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 ADOPTED
HOUSING						
Multi-Family Development and Affordable Housing Investment Fund (AHIF)	14,339,414	15,960,181	16,044,064	16,909,184	18,748,080	15,281,355
Housing Grants Rental Assistance Program [4]	8,707,329	9,328,593	10,130,374	14,208,262	14,295,762	14,424,603
Centralized Access System Homeless Prevention [4]	200,000	150,000	374,595	102,329	34,914	46,539
Permanent Supportive Housing (PSH) [1]	2,064,870	2,761,800	3,174,471	4,087,848	5,273,359	5,370,900
Housing Choice Voucher Rental Assistance	18,671,085	18,929,431	19,473,520	21,083,385	22,840,894	26,434,579
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veterans	4,200,000	4,242,000	4,326,840	4,413,377	4,501,644	5,000,000
Homeless Shelter Programs [4]	1,846,686	2,045,287	2,212,694	2,266,231	2,314,230	2,370,700
Transitional Housing Grants [4]	341,338	341,338	341,338	322,653	322,653	322,653
Comprehensive Homeless Services Center [4]	1,509,941	1,488,394	1,618,428	1,665,060	1,756,128	1,837,626
Mary Marshall Assisted Living Residence [4]	2,571,383	2,648,524	2,727,980	2,798,451	2,967,070	3,128,283
Housing and Community Development Fund	1,373,598	2,106,606	1,823,721	1,383,688	1,458,383	1,627,786
Housing Division Development, Planning, Finance and Operations [5]	2,812,435	3,088,740	3,160,772	3,124,072	3,272,425	3,425,488
Fair Housing [2]	96,826	43,611	42,452	92,530	43,629	95,728
Eviction Prevention [3]	996,261	2,584,150	4,890,328	3,022,293	4,742,415	4,638,374
Columbia Pike Tax Increment Financing Area (Ongoing) [6]	150,730	496,660	968,520	627,960	1,453,260	1,737,840
Total Program	**59,881,896**	**66,215,315**	**71,310,097**	**76,107,322**	**84,024,846**	**85,742,454**
Net Tax Support (A)	**$ 38,240,440**	**$ 45,781,912**	**$ 46,850,463**	**$ 50,481,856**	**$ 55,476,405**	**$ 54,713,372**

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

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

(3) Eviction Prevention funds represented are actual expenditures of client payments and excludes the cost of staff time for managing the program. In FY 2023, the amount reflects expenditures made as of February 15, 2023. The funding is a combination of local, state, and federal sources which was either paid directly by the County to assist clients or provided to a non-profit to disseminate the funds to clients. The FY 2024 amount reflects the adopted budget in FY 2024.

(4) Budgeted amount shown in the table excludes the County's staffing budget for managing the program.

(5) FY 2023 adopted includes one-time funds of $150,000 for housing inspections. The FY 2024 adopted budget includes these funds as ongoing.

(6) In addition to the ongoing funds noted above, the existing balance of $3,827,589 within the Columbia Pike TIF will be used to assist with funding the principal and debt service costs to preserve the affordability of the Barcroft Apartments.

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

TAX & FEE COMPENDIUM

Arlington County provides services benefitting the entire community, individual residents, and businesses – all of which are funded through a variety of revenue streams including taxes, fees, rents, grants, and Federal and State aid.

In the FY 2016 Adopted Budget Guidance to the County Manager, the County Board directed the Manager to provide a compilation of tax and fee tools that the Board has at its disposal, either on its own authority or as governed by the Commonwealth.

In response to the County Board's direction, the Department of Management and Finance worked with each department to obtain detailed information on the fees charged and managed by the department. The compilation of taxes and fees, (available in more detail online) includes information on fees in both the General Fund and the Development Fund. This continues to be a work in progress as we refine the information received.

Local Taxes

In the FY 2024 Adopted Budget, local taxes total $1.3 billion, 85% of the General Fund budget. More detail on each of these local taxes can be found in the Revenue section. Because Virginia is a Dillon law state, on many of the taxes, the State dictates what taxes can be charged and the tax rates. Arlington County has rates set either at the maximum rate or at rates that help us maintain our economic competitiveness in the region.

The only local tax that the County has not adopted, but legally could, is the Admissions tax. This is a tax on admissions paid for particular events including admissions on events sponsored by public and private educational institutions, admissions charged for sporting events, etc. Very few jurisdictions across the Commonwealth charge this tax and receipts are negligible for those that do. Staff believes this would generate minimal revenue for the County and could be administratively burdensome.

Fees

The fees listed in the compilation of taxes and fees (found online) include funds collected for Licenses, Permits, General Fees, Fines, Rent, and Fees for Charges for Services. Fees more often relate directly to payment for a service or product. The County uses fees to help fund services that meet particular criteria:

1. Fall within statutory or regulatory restrictions;
2. Contribute to providing efficient services; and
3. Either provide some individual benefit or promote common community values including safety (i.e., building and fire permits).

County fees are set based on many factors including the level of individual benefit, the cost of the service being provided, and the fee levels in comparable jurisdictions. Fees charged for services bear a reasonable relationship to the service for which the fee is imposed. Each department conducts an annual review of their fee levels and proposes changes when appropriate during the annual budget process.

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GLOSSARY

ACOP	Arlington Coalition of Police
ACVS	Arlington Convention and Visitors Service
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
ACFD	Arlington County Fire Department
ACFR	Annual Comprehensive Financial Report – the County's annual audit report.
AEC	Arlington Employment Center
AED	Arlington Economic Development
AFSCME	American Federation of State, County and Municipal Employees
AHC	Arlington Housing Corporation
AHIF	Affordable Housing Investment Fund
AID TO LOCALITIES	Financial assistance in the form of grants, reimbursements for personnel services, local portions of fee and tax revenues, and any other monies allocated to local jurisdictions by the Commonwealth of Virginia.
AIRE	Arlington Initiative to Rethink Energy
ALLOCATE	To set apart or earmark for a specific purpose.
ARPA	The American Rescue Plan Act is a federal economic stimulus bill passed on March 11, 2021 that provides funding, program changes, and tax policies aimed at mitigating the continuing effects of the COVID-19 pandemic. One component of ARPA is to provide $350 billion to help states, counties, cities, and tribal governments cover increased expenditures, replenish lost revenue, and mitigate economic harm from the COVID-19 pandemic. Funding should cover costs incurred by December 31, 2024.

APPROPRIATION	A legal authorization approved by the County Board to expend or obligate a specific level of funds for an approved program. The County Board appropriates funds for programs by department or agency, and the County Manager has the authority to approve transfer of funds within a department or agency. The County Board sets an initial appropriation for each fiscal year and then may amend that appropriation during the course of the fiscal year, as it deems necessary (see Supplemental Appropriation).
APS	Arlington Public Schools
ART	Arlington Transit
ASSESS OR ASSESSMENT	(1) As a verb, the process of making the official valuation of property for purposes of taxation. (2) As a noun, the value set for a particular piece of property by the assessor.
AUTHORIZED FULL TIME EQUIVALENTS (FTEs)	The full count of staff positions approved by the County Board.
BALANCED BUDGET	The County Manager annually proposes, and the County Board adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also executes the budget each year so that expenditures will not exceed revenues.
BASE BUDGET	Terminology used in the Proposed Budget document referring to the budget as proposed by the County Manager. It does not include Program Change Proposals, Strategic Initiatives, or Policy Priorities that have not been funded within the base budget.
BID	Business Improvement District. A designated portion of the County in which the property owners are levied a special tax assessment to fund improvements and enhancements in that area. The first BID to be designated was in Rosslyn in 2002. A second BID in Crystal City was designated in 2006 (re-named to National Landing in 2020), and a third in Ballston was established in January 2011.
BOND FINANCING	Refers to the method of financing capital improvement projects. Arlington County generally sells capital improvement general obligation bonds. The bonds are issued for a 20-year period and repaid on a level principal basis. Arlington County must seek voter approval to issue general obligation bonds in November of even-numbered calendar years.
BPOL	Business, Professional, and Occupational License Tax
BUDGET	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, as well as identifies the revenues necessary to finance the plan. The annual County budget is established by County Board resolution.

BUDGET GUIDELINE	The explicit dollar amount given to each department or agency for its operating budget ceiling. The budget guidelines are calculated initially by the Department of Management and Finance (DMF), and approved and agreed upon by each department or agency. Each guideline is developed considering the issues facing the department as well as the overall financial position of the County government.
BUDGET PLANNING ESTIMATE	Budget guidance founded upon projected revenues, established by the County Board, directing the County Manager's preparation of the Proposed Budget, including a transfer for the School Board.
BUDGET REDUCTION	Items, programs, or positions specifically identified within a department or division which have been removed from the department or division's base budget to generate savings to the General Fund or other funds. Budget reductions may also be achieved through revenue increases, which reduce the reliance on net tax support.
CAPITAL PROJECT	Purchase or construction of an item or system that generally has a value of at least $100,000 and has a useful life of 10 years, or purchase of an information technology system enhancement with a value of at least $25,000.
CARRYOVER	Refers to the process of transferring specific funds, encumbrances, and obligations previously approved by the Board from the end of one fiscal year to the next fiscal period.
CARES	The Coronavirus Aid, Relief and Economic Security Act
CDCAC	Community Development Citizens Advisory Committee
CDBG	Refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve the housing, neighborhood, and economic conditions of Arlington County's low- and moderate-income residents through a comprehensive approach to planning and implementing programs and activities.
C&I	Commercial and Industrial Property Tax
CMO	County Manager's Office
CSBG	Community Services Block Grant
CHARGE OUT/BACK	Refers to the process by which departments assess the costs that pertain to capital project design and implementation contained in their budgets to pay-as-you-go and bond funds. This procedure removes the expense from the department's budget.
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment

COLLECTIVE BARGAINING	Collective bargaining is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers.
COLLECTIVE BARGAINING AGREEMENT	A collective bargaining agreement (CBA) is a contract reached as a result of negotiations between representatives of a union and the employer.
CONSTITUTIONAL OFFICES	Refers to the offices or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. In Arlington, the Sheriff, Treasurer, Commissioner of Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney are the five Constitutional Officers.
CONTINGENT	Funds set aside to provide for unforeseen expenditures or new projects initiated after the fiscal year has begun, e.g., General Fund General Contingent or Affordable Housing Investment Fund Contingent.
COOP BUDGET	Referring to the State Cooperative Health Budget, it is a revenue paid to the County by the Virginia Department of Health as set forth in the contract for the local administration of health services.
COVID-19	Coronavirus Disease 2019
CPHD	Department of Community Planning, Housing and Development
CPI	Consumer Price Index. This measure, which is produced by the United States Bureau of Labor Statistics, estimates the average price of consumer goods and services purchased by households.
CRITICAL MEASURE	A type of outcome measure that indicates how well a program is performing key services to achieve program goals and objectives.
CSA	Comprehensive Services Act for Youth and Families
CSB	Community Services Board (also known as the ACSB, Arlington Community Services Board). A County Board appointed board which has by authority of the code of Virginia oversight over mental health, intellectual disability, and substance abuse services in the County.
CY	Calendar Year
DCJS	Department of Criminal Justice Services
DEBT SERVICE	The amount of principal and interest that the County pays on its bond financing.
DEPARTMENT	An entity, such as the Department of Human Services, that coordinates services in a particular area.

DEPRECIATION	A systematic accounting method used to decrease an assets' value on the books in pace with its condition as its used over its expected life span.
DES	Department of Environmental Services
DHS	Department of Human Services
DMF	Department of Management and Finance
DPR	Department of Parks and Recreation
DPSCEM	Department of Public Safety Communications and Emergency Management (formerly called the Office of Emergency Management - OEM)
DROP	Deferred Retirement Option Program
DTS	Department of Technology Services
ELIMINATED FTE	A full-time equivalent position specifically identified within a department or division which has been removed from the department or division's base budget and is no longer authorized to be filled.
ENCUMBRANCES	Funds set aside to pay for contracted goods and services. Encumbrances represent the dollar amount to be paid upon completion of the contract.
ENTERPRISE FUND	Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users. The Utilities Fund and the CPHD Development Fund are the County's two primary enterprise funds.
ERMS	Electronic Records Management System
ET3 Program	The Fire department's Triage, Treat, and Transport (ET3) program that provides telemedicine and in-person qualified healthcare practitioner consultations.
EXPENDITURES	Outflows of cash or liabilities incurred as a result of rendering services or carrying out other activities that constitute the entity's ongoing or major operations.
FISCAL YEAR	In Arlington County, the 12 months beginning July 1 and ending the following June 30th. (The federal government's fiscal year begins October 1.)

FRINGE BENEFITS	The fringe benefit expenditures included in the budget are the County's share of the costs above base salary for employees, due to additional benefits provided or federally mandated costs. Major fringe benefits provided by Arlington County include: retirement, FICA, health insurance, life insurance, and transit subsidies. The amount of the fringe benefit is based on a percentage of an employee's salary or a set amount. Other County benefits include unemployment and worker's compensation and disability insurance. Fringe benefits costs are borne by the County and the employee in most cases.
FROZEN FTE	The number of full-time equivalent positions for which the resources to support the positions are not included in the budget. In order to meet budget guidelines, some departments elect to hold positions vacant for the coming fiscal year. In doing this, the authorization for the position remains with the department, but the dollars needed to fund the position have been removed from the base budget. County Departments' are prohibited from hiring these positions.
FSA	A flexible spending account (FSA) is an account that allows an employee to set aside a portion of earnings to pay for qualified expenses, most commonly for medical expenses and dependent care. Money deducted from an employee's pay into an FSA is not subject to payroll taxes.
FULL-TIME EQUIVALENT (FTE)	The measure of authorized personnel. It is calculated by equating 2,080 hours of work per year (2,600 for uniformed firefighters as of FY 2023) with the full-time equivalent of one position (referred to in the budget as an FTE).
FUND	A separate accounting unit comprised of its own specific revenues and expenditures, and assets and liabilities. Each fund in the County's accounting structure is established to segregate a particular set of fiscal activities. Separate funds, established by the County, include the General Fund, which is the general operating fund of the County and is used to account for general government revenues and expenditures; the School Operating Fund, which details revenues and expenditures for the County's public school system; and the Utilities Fund, which details the fiscal activities of the County's water, sewer, and wastewater treatment plant. Other funds are established to isolate capital expenditures as well as inter-governmental service organizations, which sell their services (as would private enterprise) to other County agencies.
FUND BALANCE	The balance of resources remaining at the end of a fiscal year, calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and subtracting that year's expenditures. Fund balance is available to support the spending needs of the fund.

FUNDED FTEs	The number of full-time equivalent positions for which the resources to support the positions have been included in the budget. The count of funded FTEs is calculated as the number of authorized FTEs less the number of frozen FTEs.
FUND TRANSFER	Movement of resources from one fund to another, which is authorized by the County Board. This is primarily done between the General Fund and other operating funds, for example, General Fund transfer to the Automotive Equipment Fund for new vehicles authorized by the County Board.
FY	Fiscal Year
GASB	The Governmental Accounting Standard Board (GASB) is the primary standard-setting body for governmental accounting and financial reporting.
GENERAL FUND (GF)	A fund type used to account for the ordinary operations of County government that are financed from taxes and other general revenues and are not accounted for in other funds. This is the most important fund in the Arlington County budget, and it is comprised primarily of local tax revenues and fees.
GRANTS	Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose or activity.
HCD	Housing and Community Development
HCV	Housing Choice Vouchers
HIV	Human Immunodeficiency Virus
HOME	The HOME Investment Partnership Act, a federal housing program
HRD	Human Resources Department
HUD	United States Department of Housing and Urban Development
IAFF	International Association of Fire Fighters
IDA	Industrial Development Authority
INDIRECT COST	Expenditures that are required in the production of a good or service which cannot be directly traceable to the good or service.
INTERNAL SERVICE FUNDS	Funds established to finance and account for services furnished by a designated County agency to other agencies, where the service is provided on a cost reimbursement basis. Internal Service Funds include Printing and Automotive Equipment.
JFAC	Joint Facilities Advisory Committee
JTPA	Job Training Partnership Act

LIB	Department of Libraries
LINE OF BUSINESS	A subset of a County department that has a uniquely identifiable budget, staff, and function.
LIVING WAGE	The living wage is a strategy used to raise the incomes of low-paid employees to a level sufficient to provide adequate food, housing, and health care. Arlington implemented a living wage policy for County employees and certain contractors in FY 2004 and was updated in FY 2017 (to $14.50 per hour), in FY 2019 (to $15.00 per hour), and in FY 2022 (to $17.00 per hour). The living wage rate is reviewed on an annual basis as part of the budget process.
MARKET PAY ADJUSTMENT	An overall increase in the County's employee pay scale, expressed on a percentage basis, based on an assessment of the County's pay scale in relation to other area jurisdictions.
MARKS	Market Rate Affordable Units
MC	Maintenance Capital, previously called Capital Assets Preservation Program (CAPP), is funded through the capital portion of the budget. This is a program intended to prolong the useful life of existing capital assets by ensuring they are maintained, updated and renewed as necessary.
METRO	Washington Metropolitan Area Transit Authority
MISSION STATEMENT	A short, succinct statement that describes why a program or department exists.
NEIGHBORHOOD CONSERVATION (NC)	The Neighborhood Conservation Program provides a mechanism for funding capital projects to address the needs of participating County neighborhoods. The Program is overseen by the Neighborhood Conservation Advisory Committee (NCAC), made up of representatives from all participating neighborhoods.
NET TAX SUPPORT (NTS)	The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all state and federal aid, fees, charges and other directly attributable revenues from the total cost of the program or set of programs.
NON-PERSONNEL EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Operating Expenses."
NSA	Neighborhood Strategy Area
NVTA	Northern Virginia Transportation Authority
OBJECTIVE	Refers to a strategic position to be attained or a purpose to be achieved.
OCCP	Office of Climate Coordination and Policy

OPEB	Other Post-Employment Benefits
OPERATING EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Non-Personnel Expenses."
OPERATING RESERVE	A portion of County revenues that are received and set aside for use in financing unforeseen major revenue shortfalls.
OSHA	Occupational Safety and Health Administration
OUTCOME MEASURE	Results oriented measure that demonstrates the achievement of a department or program's mission.
PAY-AS-YOU-GO (PAYG)	Refers to the method of financing capital projects. The Pay-As-You-Go Capital projects are funded from annual appropriations as part of the adopted operating budget.
PCI	Pavement Condition Index
PERFORMANCE MEASURES	A listing of a department, division, or program's measures that reflect information pertaining to relative overall outcomes or customer, process, financial, or work force measurements.
PERSONAL PROPERTY	A category of property, other than real estate, identified for purposes of taxation. It is comprised of personally owned vehicles as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers are not included in this category.
PERSONNEL EXPENSES	Refers to the costs of salaries, wages, and fringe benefits such as the employer's share of retirement contributions, Social Security (FICA) contributions, health insurance, life insurance, and employee transit subsidies.
POLICY PRIORITY	Program enhancements identified by the County Manager for County Board consideration as part of the proposed budget. These are not funded within the base budget but are proposed as options to add to the base budget. Also referred to in some years as "Program Change Proposals."
PPG	Police Practices Work Group
PPTRA	Personal Property Tax Relief Act of 1998
PREA	Prison Rape Elimination Act
PRODUCTIVITY/EFFICIENCY SAVINGS	Items, programs, and tasks identified by each department or agency that have been altered or eliminated to produce a more efficient use of resources.

PRIIA	The Passenger Rail Investment and Improvement Act of 2008
PROGRAM	A part of an organization with definable and unique functions, goals, or objectives. Two examples are the Residential Refuse and Recycling Program within the Department of Environmental Services and the Madison Adult Day Health Care Center within the Department of Human Services.
PROGRAM CHANGE PROPOSAL (PCP)	A policy or program alternative (representing a change from current operations) identified by the County Manager for County Board consideration. PCPs are not included as recommended items financed within the base budget; rather, these proposals are options to add or subtract from the budget as proposed. Also referred to in some years as "Policy Priorities" or "Strategic Initiatives."
PROGRAM GOAL	A general statement of purpose. A goal provides an operating framework for each program unit and reflects realistic constraints upon the unit providing the service.
PSC	Public Service Corporation
REAL PROPERTY	Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.
REEP	Arlington Education and Employment Program
REVENUE	Income that Arlington County collects and receives into the treasury for public use. Taxes, fees for services, and grants are sources of revenue, for example.
REVISED BUDGET	A presentation of the budget sometimes used for comparative purposes, which includes the budget adopted by the County Board, plus specific supplemental appropriations approved by the Board during the course of the fiscal year.
SCAAP	State Criminal Alien Assistance Program
SHORT-TERM FINANCING	Short-term financing is a financing mechanism with a short maturing rate used to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years. The County had previously used master lease financing as the tool for these types of purchases.
SLT	Skilled Laborer and Trades
SPECIAL REVENUE FUND	Funds established to segregate resources restricted to expenditures for a specific purpose. The Rosslyn Business Improvement District fund is an example of a special revenue fund.

STATE SHARE	Revenue in the Department of Human Services which flows through a variety of state agencies to the County in support of human service programs. The funding may originate as state or federal funds, but all comes through the state, often as a block grant or on a formula basis.
SUPPLEMENTAL APPROPRIATION	An increase to a department's budget (spending authority) approved by the County Board during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.
SUPPORTING MEASURE	A type of output measure that indicates the amount of services a program provides and supports the achievement of critical measures. Outputs are the amount of services a program provides. These services support the program achieving its desired results or the outcome.
TANF	Temporary Assistance for Needy Families
TAX BASE	The total market value of real property (land, buildings, and related improvements), public service corporation property, and personal property (cars, boats, and business tangible equipment) in the County.
TAX RATE	The level of taxation stated in dollars. For example, the adopted FY 2024 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 X 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