COUNTY MANAGER'S

Proposed FY 2021 Budget

budget.arlingtonva.us

ARLINGTON
VIRGINIA

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ARLINGTON COUNTY VISION

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

— Adopted by the Arlington County Board January 26, 2002

The FY 2021 Proposed Budget is printed on paper consisting of 30% recycled content (post-consumer fiber) and SSI certified.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Arlington County

Virginia

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Arlington County, Virginia, for its Annual Budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

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

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SECTION F ■ GLOSSARY and APPENDICES

ARLINGTON
VIRGINIA

GUIDE TO READING THE PROPOSED BUDGET

With the FY 2021 budget, as a cost saving measure, the County continues with a printed proposed budget of a reduced size; detailed, line of business specific information is available on the County's website. The table of contents in the proposed budget book lists all documents which are part of the budget presentation, and differentiates via the use of **bold** and *italics* which documents are both in the book and on the web, and which are on the web only (**bolded** documents appear in **both the book and web**, and ones shown in *italics* are *only on the web*).

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

COUNTY MANAGER'S BUDGET MESSAGE

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

BUDGET SUMMARIES (Section A)

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

- **Fund Descriptions**: For accounting purposes, fiscal activities in the County are separated by fund type. The fund descriptions outline the categories of funds used for budget purposes. This section also includes a table which shows which departments are budgeted in which funds.
- **Expenditure Summary - All Funds**: This section illustrates all of the County Government and School Board expenditures, by fund type.
- **Expenditure and Revenue Summary by Fund**: This summary shows FY 2021 proposed revenues and expenses broken out by accounting categories for all funds which will be appropriated as part of the adopted budget (excluding Schools funds). Note that transfers out to other funds are included in the expenditures of the source fund.
- **Pie Charts**: The revenue chart illustrates the revenue sources that comprise Arlington's General Fund revenues. The expense chart details how the budget is distributed among various services within the General Fund.
- **General Fund Summary**: This section illustrates major categories of General Fund expenditures and revenues. The General Fund is the primary operating fund of the County.
- **County Government Summary**: This summary provides a three-year (FY 2019 Actual, FY 2020 Adopted, and FY 2021 Proposed) detail of staffing levels (authorized full-time equivalent positions, or FTEs) and expenditures by department and fund.
- **Expenditure Comparison**: This summary provides a three-year department-level detail of expenditures, including the change between the current year adopted budget and the proposed budget.
- **Proposed Budget Position Changes**: This chart summarizes the changes in full time equivalent positions (FTEs) between the FY 2020 adopted budget and the FY 2021 proposed budget, highlighting positions added, transferred between departments, or eliminated.

- **Compensation Summary**: This section includes information on the General Fund and all fund totals budgeted in FY 2021 for employee salaries and benefits, and historical information on employee compensation and retirement rates.

REVENUE SUMMARY (Section B)

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

GENERAL FUND DEPARTMENT BUDGET NARRATIVES (Section C)

Arlington County government services are provided by departments that focus on particular areas such as human services or public safety. These departments typically, but not always, can be further subdivided into various lines of business. Section C provides information about each of the County's General Fund departments. The print version of the proposed budget provides the department summary narrative; the web version includes additional narratives for each department's lines of business and a ten-year history for each department.

The **Department Summary Narrative** (included in both the print and web versions) provides the following information:

- **Mission Statement**: The department mission statement is a brief comment about the department's function in County government.
- **Department Budget/General Fund Budget**: A pie chart indicating how the department's proposed expenditure budget relates in size to the entire General Fund budget. The pie chart also notes what percent of the department's budget is from federal/state funding, local funding (net tax support), and other funding (generally fees).
- **Department Lines of Business**: An organization chart with the principal divisions or first tier of the department's organizational structure and the department's lines of business. Lines of business are shown in bold type; some lines of business also list sub-activities. A separate budget narrative for each bolded line of business can be found in the web version of the proposed budget.
- **Significant Budget Changes**: This section highlights the major issues and changes in expenditures, revenues, and full-time equivalent positions (FTEs). Remarks are included with up (↑) and down (↓) arrows to indicate whether the budget changes show increases or decreases.
- **Department Financial Summary**: The Department Financial Summary is intended to provide information regarding the categories of expenditures, revenues and full-time equivalent positions (FTEs) by providing the FY 2019 actual, FY 2020 adopted budget, FY 2021 proposed budget, and the percent change from FY 2020 to FY 2021.

Line of Business Narratives – *WEB VERSION ONLY*

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

- **Program Mission**: The line of business narratives begin with a Program Mission, stating why the program exists, and a brief description of key activities and services provided.
- **Significant Budget Changes**: This section highlights the major issues and changes in expenditures, revenues, and full-time equivalent positions (FTEs). Remarks are included with up (↑) and down (↓) arrows to indicate whether the budget changes show increases or decreases.

- **Program Financial Tables**: The budget tables illustrate expenses and revenue by category and full-time equivalent positions (FTEs). These are shown for FY 2019 actual, FY 2020 adopted budget, and the FY 2021 proposed budget. The categories used to detail expenses and revenues may vary somewhat by department, depending on unique circumstances. The major categories include:
  - PERSONNEL: Expenses for salaries, wages, and employee fringe benefits, such as retirement, health, and life insurance.
  - NON-PERSONNEL: Operating expenses such as office supplies, equipment, maintenance contracts, telephone charges, and electricity.
  - INTRA-COUNTY CHARGES and INTER-DEPARTMENTAL CREDIT: Reimbursement for services performed by one department or program to support another County department, program, or fund.
  - FEES: Monies received by the County as payment for services, goods or use of a facility, such as residential refuse disposal fees and user fees for recreation programs.
  - GRANTS: Monetary contributions, usually from state or federal agencies, to be used for a specific purpose or activity.
  - NET TAX SUPPORT: Net tax support is the remainder determined by subtracting all state and federal aid, fees, and charges from the total expenditures of the programs. It is used to project the amount of general tax dollars (as opposed to program-specific revenues) that are required to provide services.
  - FTEs: This section displays the number of full-time equivalent positions authorized by the County Board, broken out between permanent and temporary positions.
- **Performance Measures**: Line of business narratives contain performance measures, which typically span six years from FY 2016 Actual to FY 2021 Estimate. Measures are developed to reflect programmatic goals, objectives, and resources. These measures are designed to track performance and are regularly updated to better reflect changing goals. When measures are revised, prior year data is often not available. Current and proposed fiscal year measures are expressed as estimates.
- **Ten Year History**: The history displays major changes within the department over time and summarizes expenditures, revenue, and authorized FTEs. Entries shown in *italics* indicate adjustments made during the course of the fiscal year through supplemental appropriations, and are not actions taken as part of the adopted budget process.

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

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

Found in Section D are summaries of the funds that are not represented in the General Fund (excluding Pay-As-You-Go, Utilities Capital, and Master Lease). Definitions of fund types are located in Section A under Fund Descriptions. Operating (fund) statements are also included for these funds. These operating statements include budgeted amounts in the FY 2020 Adopted column; the FY 2020 Re-Estimate column includes a projection of FY 2020 actual expenses and revenues.

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

Pay-As-You-Go Capital refers to County projects, typically valued at $100,000 or more, that are financed in the same fiscal year the project is initiated. No borrowing or issuing of bonds is undertaken to implement these projects. Section E summarizes the projects planned by Arlington County in FY 2021 for general capital projects and utilities capital. A description of projects funded through master lease financing is also included.

GLOSSARY AND APPENDICES (Section F)

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

FY 2021 BUDGET CALENDAR

The calendar for development of the FY 2021 budget is provided below. The fiscal year begins July 1, 2020 and ends June 30, 2021.

September 2019	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. Various public outreach events including Budget Virtual Town Hall.
December, January	County Manager develops budget recommendations.
February 27	School Superintendent submits Superintendent's Proposed Budget to the School Board.
February 25	County Manager's FY 2021 Proposed Budget is submitted to the County Board.
February - April	County Board holds a series of budget work sessions with County departments, Constitutional Offices, and the School Board.
March	County Manager submits FY 2021 mid-year review of expenditures and revenues to the County Board.
March 31	County Board holds a public hearing on the proposed FY 2021 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees. **(County Board Room, 2100 Clarendon Blvd. at 7:00 p.m.)**
April 2	County Board holds a second public hearing on the proposed FY 2021 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees. **(County Board Room at 7:00 p.m.)**
April 18	County Board adopts FY 2021 Budget and Appropriations Resolutions for the County government, the public schools, and Pay-As-You-Go Capital. County Board adopts the CY 2020 real estate tax rate and other FY 2021 taxes and fees.
May 7	School Board adopts FY 2021 school budget.
July 1	FY 2021 begins.

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ARLINGTON VIRGINIA
OFFICE OF THE COUNTY MANAGER

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Fiscal Year 2021 Proposed Budget Message

To the County Board and the Arlington community:

My proposed budget for FY 2021 marks the anticipated transition from a period of relatively lean years to one of stronger growth. The past few years required difficult decisions that reduced programs and eliminated jobs—all in an effort to meet key priorities:

- addressing enrollment pressures at Arlington Public Schools;
- funding Metro's operating and capital needs;
- investing in affordable housing and our safety net services;
- meeting compensation needs for our employees (particularly in public safety) in a tough recruiting environment; and
- investing in our infrastructure and core services.

Our focus on economic development, coupled with the investments in the core priorities I outlined above, has begun to pay off. Total real estate tax assessments increased by 4.6 percent, the highest in six years, and while all property types experienced growth, commercial assessments increased by 4.9 percent. Consistent with the County Board's direction, my proposed budget includes no change in the tax rate.

The challenge before us is where to invest this "initial dividend." My proposed budget first prioritizes those foundational areas that have made our community strong and resilient over the past decades and will do so in the future: Metro, our employees, APS, and housing. My next set of priorities has been to shore up those services and infrastructure where we have gaps either due to growing demands or historical budget reductions.

Innovation

With our economic development success comes challenges. Arlington is impacted by external forces that are changing our community—rapid technological innovation, climate change and increasing severity of weather events, pressure on our limited natural resources, labor market competition, security concerns, and social inequities. As Arlington always does, we are planning for the future in each of these areas, whether through implementation of the Community Energy Plan, an urgent and refocused analysis of our stormwater infrastructure, an upcoming update to the Urban Forest and Natural Resources Management Plans, or continuous analysis of labor markets and compensation needs.

None of our challenges will be solved in a single budget year or a capital improvement plan. However, as we work on plans, life happens. If we are to succeed, we need to be flexible in piloting new ideas and changing our culture to be more innovative. As I have noted, "innovation means removing the barriers to our thinking that keep us from seeing solutions." With innovation comes risk, and I appreciate the Board's strong support, as we can and will make mistakes while trying new ways of doing things. I'm pleased with the innovative work we've done, and we will continue to pursue a change in the way some parts of our workforce think—moving away from caution and skepticism towards asking "is it possible?"

A few examples of our work to date include the Hands 2 Hearts program, Operation Safe Station, pet therapy for inmates, Small Business and Supplier Diversity Training, and the County's Digital Inclusion pilot project at Arlington Mill Residences. You can see a full list of our innovative work in the 2019 Annual Report.

I've included $200,000 in my proposed budget to begin more focused organizational conversations on how to nurture a more innovative culture. These funds, coupled with my direction to departments to look at reprioritizing funding in existing budgets, are also available to pursue pilot projects. I'm hopeful that we will have a series of quick wins this year right in our backyard at the Bozman Government Center, with the possibility of an EV charging station, smart streetlights, and other solar-powered infrastructure. My budget is also proposing some new approaches to old problems:

- Creating a new class of employees for the Police Department: Traffic Control Officers
- Declaring Election Day 2020 a holiday
- Establishing new recruitment approaches for our Emergency Communications Center
- Piloting a Young Adult Foster Care Subsidy program in the Department of Human Services
- Funding flood sensors and real-time weather analysis for our stormwater program

These are just some examples, and I encourage you to review each departmental write up for more details. This work has been ongoing and will continue into the future.

Resiliency

Resiliency—the capacity to recover quickly from difficulties—comes in many forms. Our partnership with Dominion Energy Virginia to purchase power from a solar farm in southern Virginia takes us beyond the County's adopted Community Energy Plan (CEP) goal of having at least 50 percent of the electricity for County operations coming from renewable sources by 2022. I have proposed a Community Resiliency Advocate position in our Emergency Management Division to help build, strengthen, and sustain community resiliency by assessing community needs and identifying community partners to deliver programming. To increase resilience in response to intense rain events and flooding, we are taking a comprehensive approach to mitigating flood risks. Design work is already underway for significant investments in critical areas that have experienced flooding and are identified in the Stormwater Master Plan. In addition, we are reviewing innovative approaches to flood risk mitigation. This work is fully explained separately in this document.

Equity

Before discussing specific budget details, I want to highlight the conversation we have just begun on equity. With the Board's adoption of its equity resolution this past September to guide our work and the helpful recommendations of Destination2027, the conversation about equity (who benefits, who is burdened, who is missing, and how do we know) is now a part of many of our policy, planning, and budget conversations. It has been challenging, as we have so much groundwork to do before we jump to action. Some of our immediate steps include talented members of our management team (along with colleagues from Arlington Public Schools) participating in the Metropolitan Washington Council of Governments' racial equity cohort. They are learning and teaching our senior leadership and workforce the racial history of our community and helping normalize these difficult conversations. As we have learned from other jurisdictions across the country who have done this work, the first step is to create a common understanding of history and definitions of racial equity. I have included funding in the budget for a second cohort and for training across all the levels of the organization. While at some point in the future more staffing may be required, it is incumbent on each and every County employee to be trained and to think about what equity means. As we lay this important foundation, we will look for opportunities to make changes and take steps forward. One example is included in my proposed budget:

- The elimination of library fines to make our libraries more accessible. This change will make the library's collections more accessible to all library users, particularly black and Hispanic populations in the County which data shows are disproportionately impacted by overdue fines and stop using the library as a result.

Now, moving on to my **core budget priorities**.

Housing Affordability: My base budget includes an additional $9.1 million for affordable housing. This is a two-pronged approach, with the first being focused on investments in programs that provide direct and immediate support to those most in need:

- $0.8 million for housing grants to meet projected demands under existing eligibility criteria (estimated at a 1.4 percent participant growth rate in FY 2021) and to ensure that the grant support we provide to families keeps pace with market rental rates, while maintaining full program funding through ongoing funding.
- $0.4 million for increased permanent supportive housing caseloads, which have increased 46 percent over the past five years.
- For both programs, I am proposing the staffing infrastructure to manage the increased caseload.

Recognizing that not all Arlington residents meet the criteria of our existing housing support programs, the budget also funds a Young Adult Foster Care Subsidy pilot program to provide housing support for young people who are aging out of the foster care system (ages 18–24) and a case manager to support those youth ($343,659).

The second part of this approach is creating additional supply by enhancing our existing program and fostering new innovative financial and land use tools. Much of this will be focused on tools to create supply for those at 30 percent or less of area median income. Some of our initial ideas are included later in this document. I have also included additional staffing and consulting resources for the Housing Arlington initiative—our long-term work to review land use and financial tools to grow housing supply and pursue different housing forms in selected portions of the County.

As directed by the Board, I have included options for up to $9.1 million in additional funding for housing affordability initiatives. I am proposing an additional $2.7 million above the FY 2020 adopted level for the Affordable Housing Investment Fund (AHIF), raising the total funding to $18.7 million. Consistent with the Board's direction, I have also included options to increase the level of funding for affordable housing initiatives by $9 million above the FY 2020 level. See the Housing section of my message for more details on those options.

In addition, since the County Board adopted its budget direction three months ago, an additional $21.6 million has been added to AHIF through site plan contributions for the Met Park and Crystal Houses site plan. The County has also acquired a 0.9-acre site (Crystal House 5) that will be the future home of new committed affordable housing. This unprecedented series of additions will be capped by a Request for Proposals to bring a new project online with one of the most significant barriers to additional housing (new property) already solved.

Metro: My proposed budget includes funding the County's share of Metro's operating budget and our share of Phase 2 of the Silver Line, tentatively scheduled to begin service sometime in 2021. The investment in Metro in FY 2021 totals $49.3

million, a four percent increase over last year. We will continue to face challenges with Metro funding in FY 2022 – particularly with uncertainties about how much state aid funding we will receive to offset the Metro operating budget's impact on Arlington.

Investment in Our Workforce: In keeping with my approach as Manager since 2016, investment in our workforce is one of my top priorities, particularly since we are in a virtual full-employment economy and a region where we have many competitors for talent. Consistent with the Total Compensation Philosophy, my proposed budget includes merit-based compensation increases for all employees who are not at the maximum of their range; this includes targeted increases for public safety, especially focused on entry pay and on moving existing public safety employees through the career pay scale more quickly. We are also continuing our job studies, which look at the competitiveness of job classifications in the region and adjust the entry and maximum pay as appropriate. I am also proposing increasing the pay range for all employees by five percent. This means that entry salaries and pay maximums will increase five percent, helping us remain competitive while rewarding long-tenured employees.

Current and future employees are also looking for work-life balance. To address recruitment and retention issues, my proposed budget increases family leave from four to six weeks, increases the County's match for dependent care accounts, and enhances the initial vacation accrual rate for new employees. I've also increased the transit subsidy to the maximum level. I have included the third year of a four-year effort to hire additional Fire Department staff to implement a shorter weekly work schedule.

In addition, I am proposing an increase to County Board salaries. Over the next three years, I intend to propose increases to meet the authorized salary levels for the Board as adopted in 2019. This proposal is based on my strong belief that all our elected officials are chosen to serve the community every minute of every day. This proposal is consistent with the adopted philosophy of the Board to compensate all employees through analysis of comparable markets. While the additional funding to do this in FY 2021 ($58,480) is, in comparison to other proposals, relatively modest, I understand this may be seen by some as too much.

Arlington Public Schools: Consistent with the Board's direction, the proposed budget also provides a record level of funding to Arlington Public Schools. To support the per pupil costs of $19,921 (the highest in the region), the transfer from the County to APS goes from $532.3 million to $550.0 million.

Further County-funded efforts to support schools—through nurses, crossing guards, school resource officers, DPR camps (taking on capacity as there are less summer school offerings) and nature programs for students, mental health support services, and much more—have also increased a record amount. This support to schools is all funded through the County's operating budget.

While I anticipate the Superintendent will propose a "needs-based" budget, my proposed budget is based on the revenue available. In the past, when facing needs to fund new facilities or unanticipated student enrollment growth, I have proposed funding above the level provided in the revenue sharing arrangement. With residents already facing higher tax bills under the proposed budget, and with APS receiving a record transfer and higher rate of spending growth than the County, I feel comfortable with my proposal.

As always, I remain fully committed to collaboration with APS. We continue discussions on better ways to deliver our aquatics programs and stand ready to discuss consolidation of other services.

Infrastructure Investments: While much of our bricks and mortar investments will be fully discussed as part of the upcoming proposed Capital Improvement Plan (CIP), there are a number of proposals in my budget that address important needs of the community and County internal operations:

- Streetlights: My proposed budget includes an additional team to address maintenance of the County's more than 7,700 streetlights, building on our investment from two years ago. While response times for major repairs have improved from 120 days in FY 2016 to 45 days in FY 2019 and minor repairs from 30 to 14 days, this additional investment will allow us to do major repairs in 30 days and minor in seven.
- Traffic control: With the introduction of micro-mobility devices and continued interest from our community on traffic safety and enforcement, I am adding six new positions in the Police Department that will focus on traffic enforcement and control—a new approach. I've also added new staffing capacity in our Traffic Engineering and Operations given the level of our residents' interest in traffic issues.
- Sidewalks: I have included funding to do a condition assessment of sidewalks across the County that will help inform future capital projects and CIPs, as well as funding for additional concrete maintenance.

Environmental Investments:

Trees: My budget includes $250,000 in funding to improve tree pruning and tree pest management. I've also included an additional urban forester as we deal with increasing levels of development and ongoing interest in tree preservation and maintenance.

Stormwater: Climate change and increasing severity of weather events have highlighted the need for increased investment in the County's stormwater management system. In this budget, I am beginning a conversation about those needed investments and how to pay for them (see the separate Stormwater section of my message) that will continue throughout the CIP process and culminate in a bond referendum for stormwater and watershed infrastructure for Arlington voters in November 2020. While not increasing this year, the stormwater tax rate may be increased in future years to help pay the debt service on those bonds.

Energy-Related Investments: My budget includes several near-term investments related to the Community Energy Plan (CEP):

- Transition of 23 sedans in our fleet from gas to electric vehicles, a first step in this area;
- Installation of a 60kW solar PV panel system at Fire Station 8 advancing our sustainable practices;
- Assessment of opportunities in County facilities for improved energy management; and
- $150,000 funding for investigating and developing initiatives for the CEP, such as exploring microgrids, developing electric vehicle charging infrastructure plans, and developing load-shape profiles and underlying data for energy usage throughout the County.

Internal Infrastructure: Our "back office" functions are critical to helping our front-line departments provide quality services every day. After a few years of budget reductions and little to no new investment, I've added staffing capacity in purchasing, real estate assessments, and human resources, as well as modernization of our enterprise-wide financial and human resource system and technology investments in critical human service systems.

Other important investments in the FY 2021 proposed budget include support to small businesses and the arts, as well as the opening of the new Lubber Run Community Center and Long Bridge Aquatics and Fitness Center. Details on these programs can be found in the write-ups on the following pages.

Sincerely,

Mark 1 Schwartz

Mark Schwartz
County Manager

INVESTING IN OUR WORKFORCE

Talented employees are the County's most valuable assets and the County Manager's FY 2021 Proposed Budget recognizes that by including investments that will help attract and retain a high-quality workforce.

The Manager's proposal also provides funding for the next year of review of "benchmark job classes and benefits" as required by the Board adopted Total Compensation Philosophy. The review includes analysis of salary ranges, organizational structures, and updates to the Administrative Regulations associated with pay. The cost of implementing the Compensation Maintenance Plan for FY 2021 is estimated to be $1.55 million annually, including both base salaries and benefits.

Compensation and Benefit Increases for FY 2021

Enhancements in the FY 2021 Proposed Budget include compensation and benefit increases for both public safety and general employees.

Public Safety Employees:

- **Compensation Increases for Police, Fire, and Sheriff's Office:** The proposed budget includes:
    - a one percent market payline adjustment (MPA) for employees hired on or before 6/23/2018;
    - five percent increase in both the minimum and maximum salaries of most positions and a 5.5 percent increase to the minimum salary for entry-level positions in the Sheriff's Office; and
    - a 5.5 percent merit increase, up to the range maximum, for sworn uniformed employees below the senior management level (MAPs) who meet performance expectations.

- **Continuation of Kelly Day Schedule Implementation for Fire**: FY 2021 is the third year of a four-year Kelly Day initiative that will provide for an extra day off per 28-day cycle, thus reducing the number of hours worked per employee. Arlington firefighters work more hours than most other jurisdictions and this will enhance the County's competitiveness and ability to recruit and retain staff. This initiative will allow for an additional 9.0 FTEs each year. Once fully implemented, the 36 additional uniformed employees will enable a portion of each shift to have additional time off while still meeting minimum staffing needs.

- **Increase in Shift Differential Premium Pay:** Employees—primarily in public safety—who work the full evening or night shifts receive this hourly premium pay. The FY 2021 proposed budget includes an increase in these premiums:

- From $0.75/hour to $1.00/hour for employees who start work between 1:00 p.m. and 8:59 p.m.
- From $1.00/hour to $1.30/hour for employees who start work between 9:00 p.m. and 4:59 a.m.

- **Increase Special Duty Assignment Premiums for Advanced Life Support Certifications:**
  - Intermediate Certification (EMT-I) will increase from $0.87/hour to $1.37/hour.
  - Paramedic Certification (EMT-P) will increase from $1.73/hour to $2.48/hour.

General Employees:

- **Merit Increases:** All general employees on the open range plan who meet performance expectations will receive a 3.25 percent increase up to the maximum of their grade range. The budget for employees on the Pay for Performance plan remains at 3.5 percent up to the maximum of their grade range.

- **Increase in Minimum and Maximum Salaries:** The minimum and maximum salaries will increase by five percent in FY 2021. We want to reward, retain, and fairly compensate our employees by ensuring that the maximum of our pay ranges remains competitive.

County Board:

- The Manager's Proposed Budget includes funding to phase in Board member salary increases to meet the new Board salary maximums over a three-year period, with equal dollar increases per year. Effective at the start of FY 2021, there will be a 19 percent increase for Board members and a 17 percent increase for the Board chair.
- In June 2019, the Arlington County Board set a new salary cap for Board members that took effect January 1, 2020 and will remain the maximum cap for at least four years. The new cap is equal to the Individual Area Median Income for the Greater Washington Region, or $89,851 for a Board member and $95,734 for the Board chair. The June action only increased the possible cap, leaving any potential salary increases for budget deliberations.

Benefits:

Arlington County understands that a well-rounded total rewards package is critical to ensuring we recruit and retain the top talent in the region. We are committed to staying on the leading edge in our offerings for employees and providing benefits that support a healthy work-life balance.

- **<u>Health & Dental Insurance:</u>**
  - **Costs:** The Manager's proposal includes a 2.5-percent increase to the overall health and dental insurance budget, although the actual premium increases will vary by plan.
  - **Consumer Driven Health Plan:** As part of our commitment to offer more choices to employees, in FY 2021, the County will implement a Consumer-Driven Health Plan (CDHP) with a Health Savings Account (HSA)—a tax-advantaged savings plan for health expenses that is funded by both employee and County dollars. A CDHP has lower premiums, which offers a more affordable choice for employees. The CDHP does have a high deductible that the employee must meet before the insurance plan provides coverage, but that can be accomplished by using the HSA. In addition, unused HSA dollars roll forward for future use. Experience shows that employees use these spending account dollars wisely, often leading to decreased expenses for all. Our regional peers have already implemented a CDHP. We will conduct an extensive education campaign before implementation.

- **<u>Work-Life Balance:</u>**
  - Increase paid parental leave from four to six weeks;
  - Increase dependent care match from $500 to $1,000 annually;
  - Increase monthly transit subsidy for commuters from $180 to the $225 maximum;
  - Increase vacation leave accrual for new and recent (less than 3 years) hires from 13 to 16.25 days annually;
  - Addition of a floating holiday, which eligible employees can use at a time of their choice, and the elimination of Presidents Day as a holiday; and
  - Addition of Election Day as a holiday in FY 2021.

HOUSING AFFORDABILITY

Affordable housing remains one of our community's biggest challenges. With increasing housing demands, housing supply shortfalls, and rising housing costs, solutions must be multifaceted—balancing support for individuals in need with efforts to increase supply.

The County Manager's FY 2021 Proposed Budget responds to the County Board's direction for significant investments in this area. The budget recommends $9.1 million above FY 2020 funding levels for housing services and investments in additional housing supply:

AHIF investment	**$18.7 million, ($2.7 million more than FY 2020)**
Dedication of Columbia Pike TIF balances and future funding to affordable housing investments either in the Columbia Pike corridor or elsewhere	**$2.3 million**
Recommendation to allocate additional funding from a projected increase to the local cigarette tax rate, being considered by the General Assembly, to affordable housing	**$2.0 million**
The first increase to the Permanent Supportive Housing Rental Assistance program since FY 2014 along with the staff necessary to support some of our most vulnerable residents	**$0.6 million**
Increase to our Housing Grants program to fund the program at a level that meets demand and increases the maximum allowable rents to respond to increases in the market (all ongoing funds)	**$0.8 million**
Young Adult Foster Care Subsidy Program to offset housing and housing-related costs for young people who are aging out of the foster care system and are enrolled in a higher education program (ages 18–24)	**$0.3 million**
Additional support for the Housing Arlington initiative by providing additional staff and consultants	**$0.4 million**

Each of these proposals meets the goals and objectives contained in the Affordable Housing Master Plan and the County Board's Housing Arlington initiative.

Further, since the adoption of budget guidance in November, the County has received unprecedented investments in AHIF ($21.6 million) and a 0.9-acre parcel of land (Crystal House 5) that will be dedicated to additional committed affordable units.

Expanding the Capacity of Housing Arlington

The County Manager's Proposed Budget includes an expansion of support for Housing Arlington to ensure that it continues developing housing policy tools and strategies to help expand affordable housing supply and increase capacity for further development and planning. Specifically, the proposed budget includes funding for a new Principal Planner position in CPHD's Housing Division to pursue program objectives and monitor trends around supply of Market Rate and Committed Affordable Units (CAF) units. The proposal also includes $248,750 for research, analysis, and community outreach and engagement including:

- a housing needs analysis as part of the Affordable Housing Master Plan Review;
- Arlington's participation in the regional analysis of impediments to fair housing led by the Metropolitan Washington Council of Governments;
- a partnership with Enterprise Community Partners' Faith-Based Development Initiative (FBDI);
- an independent economic analysis of the recommendations and guidance for Housing Conservation Districts and design consultation;
- economic and design modeling for the Missing Middle Housing Study; and
- communications materials and translation services to ensure that all public engagement opportunities can involve, and the latest news and information can reach, as many Arlingtonians as possible.

Affordable Housing Investment Funds (AHIF)

The County's Affordable Housing Investment Fund remains our main vehicle to both preserve and create long-term affordable housing by making low-interest loans available to developers. Over the past five years, the County has produced an average of 281 committed affordable units annually, as a direct result of County financing. Further, as of January 2020, the County has 34 CAFs that are affordable to households earning less than 30% of the area median income (AMI).

As noted earlier, since the Board provided budget guidance in November, Arlington has received significant contributions to the Affordable Housing Investment Fund (AHIF) from private development, notably commitments for future contributions of $20 million from the Amazon HQ2 Met Park Site Plan and $1.6 million from the Crystal Houses redevelopment.

Additionally, as a part of the Crystal Houses redevelopment, the developer agreed to convey a 0.9-acre parcel of land to the County for development of committed affordable housing. This parcel is entitled to be developed with a seven story, 75-foot building containing 81 committed affordable units. Upon acquisition, the

County has the option to develop the building as entitled or amend the site plan to allow additional height, increasing the building to 110 feet and potentially adding more affordable housing units. The County is in the process of creating a procurement to develop both this site as well as development options for sites owned or acquired by the County for the purpose of affordable housing.

In its November direction, the County Board also asked for analysis of the factors to consider in supporting the housing needs of residents who make less than 30 percent of Area Median Income. The additional AHIF funding can be used to fund new CAFs, deepen affordability on existing CAFs to 30 percent of AMI, support acquisition of a market rate affordable (MARK) property, or a combination of these:

Incremental Increase	Potential use of funds
$2.7 million in FY 2021 Proposed Budget	• create 32 net new CAFs **OR** • deepen affordability on 23 multifamily units to 30 percent of AMI **OR** • support acquisition of a MARK property **OR** • some combination
$2.7 million in FY 2021 Proposed Budget + $21.6 million in developer contributions	• create 286 net new CAFs **OR** • deepen affordability on 203 multifamily units to 30 percent of AMI **OR** • fund acquisition of a MARK property **OR** • some combination

Historically, the County has used subsidy programs such as Housing Grants, rather than CAFs, as its primary tool to support extremely low-income households. Primarily, this is because creating units affordable at 30 percent of AMI can be challenging to finance and harder to support during property operations because they yield less revenue than CAFs that are affordable at 60 percent to 80 percent of AMI. However, providing deeper affordability through CAFs may provide a longer-term strategy to support these households and may reduce the need to provide ongoing rent subsidies.

Creating CAFs affordable at 30 percent of AMI could be done by including them in new CAF projects or by identifying opportunities to deepen affordability in existing projects. Projects and associated County loans can be structured differently to help offset the impacts of the deeper affordability.

If the County wishes to increase its supply of CAFs at 30 percent of AMI, these are some considerations:

- The funding gap, and therefore the County loan request, typically is higher on 30 percent AMI units. On average, the project funding gap increases by approximately $40,000 per 10 percent increment in affordability. Therefore, deepening affordability from 60 percent AMI to 30 percent AMI may increase the cost gap by $120,000 (or more) per unit, depending on unit size, total development costs, and other factors.

- Units affordable at 30 percent of AMI struggle to cover operating expenses. For example, assuming an average annual operating cost of $7,700/unit, a 30 percent AMI rent of $683/month for a one-bedroom unit will produce only $8,196 in revenue annually, leaving little extra to cover debt service on the first trust financing. Further, operating expenses typically escalate faster than 30 percent AMI rents grow, which can cause the project to experience a negative Debt Service Coverage Ratio (DSCR), which measures the revenue available to cover debt service payments in the project's "out years." That has implications for future debt refinancing.
- Units at 30 percent of AMI generate less cash flow, which reduces funds available to make annual payments on the County loan.

Despite these challenges, there are opportunities to make CAF projects with 30 percent AMI units successful:

- Certain funding, such as Federal Home Loan Bank (FHLB), Virginia Housing Trust Fund (VHTF), and Virginia Housing Amazon REACH grant funds, provide subordinate financing with no payment or interest-only payments that are forgivable over time. These funding sources provide projects with additional equity once the principal is forgiven, improving the financial position of the property during a future refinance or re-syndication and helping to offset the impacts of deeper affordability.
- For projects that have requirements for CAFs at 30 percent of AMI, the County could provide a kick-out clause that allows projects to shift these units to 40 percent or even 50 percent of AMI if the property's DSCR drops below a certain threshold. This would reduce the project's risk if additional revenue is needed to cover costs in the future.
- The County could consider deferring and/or forgiving loan interest or principal over time for projects that agree to provide units at deeper affordability levels, such as 30 percent of AMI. This approach would be similar to the FHLB and VHTF financing referenced above and would reduce debt pressure on projects that have less revenue to repay their County loans.
- Income averaging is a tool allowed by Virginia Housing (formerly the Virginia Housing Development Authority, or VHDA) for low-income housing tax credit projects to help "neutralize" cash flow impacts of lower AMI units. In these scenarios, projects can include more 70 percent and 80 percent AMI units to offset the reduced revenue of the 30 percent AMI units, so long as an overall affordability average is retained.
- Similarly, spreading 30 percent AMI units across many projects, rather than concentrating them into fewer projects, can help reduce the impact of these units on a single property. For example, the County could consider a requirement that all County-financed projects provide a minimum number of units at 30 percent of AMI, similar to current incentives/requirements for

permanent supportive housing and accessible units for County-financed projects. If the County takes this approach, staff recommends coupling it with one of the financing strategies above to improve viability of the project.

Using a combination of financing and policy strategies, the County could reaffirm its commitment to deeper affordability by incentivizing CAFs affordable at 30 percent of AMI while reducing the impact of these units. For projects without 30 percent of AMI CAFs available, the County can continue using Housing Grants, housing-choice vouchers, and Permanent Supportive Housing funds to support households needing deeper affordability at these properties.

Deepening Affordability Now

While Housing Arlington works to develop innovative tools and policies and AHIF provides funds for additional housing supply for the future, the challenge of rising housing costs impacts our community and residents now. Thus, the County Manager's Proposed FY 2021 Budget includes proposals to maintain adequate funding for the current demand being placed on our Housing Grants and Permanent Supportive Housing programs.

The County's Housing Grants Program provides rental assistance to low-income Arlington residents. These grants cover a portion of monthly rent, depending on household income, household size, and rent amount with a goal of having tenants pay no more than 40 percent of their income towards rent. In FY 2021, the projected number of households served will increase by 17 (1.4%), from 1,227 to 1,244. Currently, 83 percent of Housing Grants clients are at or below 30 percent of AMI.

The Manager's Proposed Budget also includes an increase in the maximum allowable rents to the 2019 levels ($64,158) to ensure subsidies keep pace with the rental market. The additional funding with the increase in maximum allowable rents increases the Housing Grants budget from $9.3 million to $10.1 million (an increase of $801,781).

The County's Permanent Supportive Housing (PSH) program provides affordable housing and supportive services for individuals and families who are not only homeless or at risk of becoming homeless, but also who have very low incomes and serious, persistent issues that may include substance use, mental illness or other disabilities, and HIV/AIDS. The PSH program's current budget of $2.064 million has been in place since FY 2014, while the number of available units has increased from 202 in FY 2014 to 280 projected in FY 2021 (a 38-percent increase). To maintain current support for residents facing housing instability and to adequately fund these 280 units, an additional $412,554 is included in the Manger's proposal along with 2.0 FTEs to support the program:

- PSH Housing Locator ($105,618) to develop and strengthen relationships with landlords offering affordable housing options in both corporate and

private rental markets and coordinate housing placement options for DHS-assisted households
- PSH Case Manager ($91,923) to provide dedicated housing support and case management services, including assisting clients find and lease affordable housing units, coordinating with shelter and institution client reentries, and conducting home visits

Recognizing that not all Arlington residents meet the criteria of our existing housing support programs, the Manager’s proposal also funds a Young Adult Foster Care Subsidy to provide independent living support for young people (ages 18 to 24) who are aging out of the foster care system and a case manager to support those youth ($343,659). Youth must be enrolled full time in an accredited institution of higher learning to be eligible. Enrolled youth would receive a subsidy to offset the cost of housing and housing-related costs, up to a maximum allowable subsidy cap.

SUPPORTING OUR COMMUNITY

Arlington County is committed to supporting the needs of our community and enriching the lives of the people who choose to live and work here. The County Manager's Proposed FY 2021 Budget recognizes the importance of non-profits, small businesses, and cultural affairs to the fabric of our community, and the desire for new and improved community assets.

New Community Assets

In FY 2021, three new community assets will open providing valued library and recreational services: the new Lubber Run Community Center, Long Bridge Aquatics and Fitness Center, and an enhanced Courthouse Library.

The Lubber Run Community Center, which replaces an aging 1956 facility with a new and expanded community center, is under construction and scheduled to open in fall 2020. The project incorporates several 2015 Community Facilities Study findings. The final building design, which will be at least LEED Building Design + Construction (BD+C) Silver Certificated, and outdoor amenities reflect extensive input gathered from our community throughout 2017 and 2018.

The new community center and updated park offers indoor recreation space that can be programmed for all ages, including a preschool and senior center (previously at the Culpepper site), as well as a new gymnasium and indoor track, outdoor recreation areas, and natural green spaces that were increased by moving parking underground. The Department of Park and Recreation's (DPR) customer service center will also relocate to this more centrally located facility with its better parking options and access to public transit. This new community center also responds to two of the top three indoor facilities priorities (gyms and exercise and fitness equipment) identified in the Public Spaces Master Plan (PSMP).

The Long Bridge Aquatics & Fitness Center has been many years in the making, with the initial concept approved by the Arlington County Board in 2004. It is currently under construction and scheduled to open in early 2021.

There have been extensive, ongoing community engagement efforts since the concept was introduced to ensure that the final building meets the needs and interests of the community, while also staying within budget constraints.

The new center offers a 50-meter pool; 1-, 3-, and 5-meter diving; a leisure pool; health and fitness spaces; and community meeting rooms. Outdoor amenities will also be expanded, with the addition of 10 acres of parkland and the extension of the esplanade. This new center also responds to two of the top three indoor facilities priorities (indoor swimming pools and exercise and fitness equipment) identified in the Public Spaces Master Plan (PSMP).

The Boeing Company has made a generous commitment to support maintenance and operational expenses for the facility, providing a $10 million donation to the County. This will allow us to open the facility with no net tax support required and provide programing opportunities for veterans.

In addition to these new community centers, the Manager's proposal includes additional services for the Courthouse library branch, located in the Ellen M. Bozman Government Center. The ongoing renovation of the Bozman Center provides an opportune time to expand the Courthouse Library with a new dedicated children's space in an area currently underserved by full-service libraries. Funding for a children's librarian and a more robust collection is included in the budget ($75,000). The Courthouse Library will be a full-service location with evening and weekend hours, as well as programming consistent with other branches.

Cultural Affairs – Arlington Community Arts Programs

The Arlington Cultural Affairs Division (CAD) enriches lives by creating, supporting, and promoting the arts. Following Board guidance in April 2019, the County Manager formed the Community Arts Advisory Committee (CAAC) to develop a transition plan for our community arts programs that would "efficiently, effectively and equitably deliver services to its arts and cultural community" while providing greater access for the broader community. The CAAC pursued this question by:

- Cataloguing public and private arts services in Arlington and the region;
- Developing and analyzing alternative management and service delivery proposals, funding sources, and a proposed transition for future operations;
- Evaluating and proposing public-private partnerships; and
- Reviewing a new scheduling process for joint-use theater space to identify efficiencies and increase transparency.

The resulting recommendations from the CAAC included:

- Establishing the Scenic Studio as a community resource with reasonable fees and convenient hours for any group or individual who needs or wants to create large-scale items for performances or teach others how to do so;
- Disposing of the Mobile Stage and contracting with a vendor as a cost-savings measure;
- Exploring contracting with Signature Theatre to develop and manage a combined costume inventory; and
- Creating a Joint Use Operations/Coordination Group (JU-OCG) with Arlington Public Schools to "develop a more efficient and transparent process of scheduling to achieve optimum and equitable use of performance space that minimizes conflict."

In addition, the County continues to explore several of CAAC's recommendations through its programming, organizational structure, and continued conversation with APS and other arts organizations.

The County Manager has adopted most of the CAAC recommendations in his Proposed FY 2021 Budget, including:

- A re-imagining of the Scenic Studio, including more flexible hours that are responsive to the needs of the arts community and ongoing funding for a manager ($110,692, 1.0 FTE);
- A revised fee schedule for use of the Scenic Studio, using a tiered system based on the size of work stations and with preferential fees for Arlington arts organizations, to promote more efficient management of the studio and increase use capacity for new users by inducing the turnover of available spaces ($12,900 additional revenue);
- Transitioning the Mobile Stage to a vendor model after this season. There are no anticipated service changes for the upcoming CY 2020 season;
- Piloting a project to have Signature Theater manage the CostumeLab costume inventory rental program ($70,000, one-time funding); and continue evaluating moving the CostumeLab equipment to CAD's facility at 3700 S. Four Mile Run for potential for community workshops, costume construction, and County programming; and
- Restoration of ongoing funding for the Facilities Manager position ($101,350, 1.0 FTE), who plays a key role managing the operations of 3700 S. Four Mile Run and scheduling of joint-use space.

The proposed budget also includes one-time funding for additional arts grants ($30,000) to further support our nonprofit arts community. The budget suggests that the Arts Commission be consulted on the best way to apply these additional funds.

Nonprofit Framework

The County's non-governmental organizations provide valued and essential services to our residents and businesses.

In 2018, we completed the initial steps in evaluating our funding approach for nonprofits when we completed a comprehensive Countywide inventory of funding levels, type of work performed, and selection methodology for grant or contract award. The Department of Human Services' (DHS) funding for nonprofits accounts for more than 75 percent of total County nonprofit funding. Our efforts since this initial evaluation have focused the processes and evaluation criteria used to award funding and contracts to nonprofits.

In adopting the FY 2020 budget, the County Board directed the County to develop a "tool and methodology to be used to evaluate non-governmental organizations that have current service contracts with Arlington County that request additional and/or supplemental funding for substantially the same scope of work." The Board also requested ways to evaluate requests from non-governmental organizations that are pursuing scopes of work "not currently supported by public funds."

Arlington County residents make up a diverse population whose human services needs are not static but have changed over time. Many of DHS' current contracts and grants are based on previous relationships with nonprofits and are renewed annually without a competitive application process. These legacy contracts and grants often do not consider the County's changing population and priorities. In addition, since grants have been historically awarded and not competitively applied for, nonprofits that were not originally funded have not been given an open and transparent way to apply for funding from DHS.

DHS has kicked off a collaborative discussion with the nonprofit community to develop a process to competitively award some of its nonprofit contracts for a multiyear period (e.g., three years). The objectives of a competitive process are to ensure that awards are:

- strategic,
- non-duplicative,
- effectively meeting identified needs and priorities in the community,
- focused on outcomes to yield greater accountability, and
- part of a transparent process for County staff, Board members, nonprofit providers, and residents to follow.

Other outcomes of a competitive process include:

- Consolidated application process
- Consistent evaluation methodology and reporting mechanisms that are built into each award
- Performance measures that are results-based and outcomes-focused
- Performance measures that are evaluated through an equity framework

Completion of the competitive funding process and structure is anticipated in fall 2020 and could be incorporated into the FY 2022 budget process. During the discussion of this year's DHS budget, staff will present further details about these possible approaches, including the criteria to be used and which current funding partners would compete for funds through a grant process or receive funds as part of a sole source or competitively procured contract.

Small Business Support

Small businesses are an essential part of our community. They ensure Arlington is a unique and vibrant place, provide crucial services, and are a foundational element of our economy. In fact, 92 percent of Arlington businesses have fewer than 50 employees and more than half have fewer than five employees.

Since the announcement of the Amazon HQ2 project, the demand for small business services has increased as entrepreneurs seek new opportunities in Arlington's evolving economy. At the same time, the County anticipates a need for further support services as some of its existing small businesses, such as those on Columbia Pike, face new challenges.

To meet the needs of this vital component of our economy, the FY 2021 Proposed Budget makes new investments to the County's capacity to provide education, technical assistance, and events for small businesses. The County also recommends strategic investments in Arlington's Partnership organizations. These organizations, in tandem with the County, build the on-the-ground relationships and execute impactful initiatives that help our neighborhood businesses thrive. New proposed investments include:

- **Arlington Economic Development BizLaunch Program ($35,000 ongoing; $20,000 one-time):**
  Building on the County's FY 2020 Budget, which included funding for a new Small Business Specialist, the FY 2021 Proposed Budget includes $35,000 in ongoing funding to meet the rising demand for multilingual programming, technical assistance, and events for small businesses countywide, as well $20,000 in one-time funding to create and deliver programming for small businesses along Columbia Pike.

- **Arlington County Police Department Business Outreach Unit's Business Safety Initiative ($87,230 ongoing; $110,000 one-time):**
  The Business Safety Initiative focuses on providing the business community a holistic approach to increasing awareness and prevention of workplace violence. The unit will work with other county agencies and private sector entities to develop and implement a catalog of training and resources available to businesses in the County. The budget proposes $110,000 in one-time funding for training, materials, and equipment, and $87,230 in ongoing funding for an Administrative Specialist (1.0 FTE) to support the program.

- **Community Partnerships ($40,500 ongoing; $70,000 one-time):**
  To complement the investments in BizLaunch, the Manager's proposal includes $60,000 in one-time funding for the Columbia Pike Revitalization Organization (CPRO) to hire a business engagement specialist. CPRO and BizLaunch will collaborate on the design, hiring, and work plan of the new position. The budget also proposes $15,000 in ongoing funds for staff benefits, $10,000 in one-time funding for marketing for the Clarendon Alliance, and $25,500 in ongoing funds for the Lee Highway Alliance for operational expenses.

EQUITY

The County Board adopted an **Equity Resolution** on Sept. 21, 2019. In that resolution, the Board provided direction for Arlington County Government and the community to help advance equity. The Board defines equity as all populations having access to community conditions and opportunities needed to reach their full potential and to experience optimal well-being. These populations include persons of color, women, the poor, immigrants, refugees, non-heteronormative individuals, and those who are differently abled. It also includes individuals from areas predictive of adverse life outcomes.

The County's vision statement focuses on being a diverse and inclusive community, and by many measures Arlington is considered successful. However, this overall success masks disparities which, if left unexplored, can lead to unintentionally harmful public policy. Significant investments in a community where disparities are ignored can cement inequity and exacerbate wealth and income inequality. Arlington County Government is working to identify actions and policies to implement the County's vision in an equitable way.

The Arlington County Board's Equity resolution calls on us to consider four important questions when making key decisions that impact our residents and other important stakeholders:

(1) Who benefits?
(2) Who is burdened?
(3) Who is missing?
(4) How do we know?

What We Are Doing
While addressing race and race-related disparities is not new for Arlington County, we are pursuing new means to advance our collective efforts. We are using new tools and creative approaches make it easier for residents with diverse experiences, cultural backgrounds, race, income, and housing types to engage with their government and help craft policies, programs, and projects. Examples include:

- ***Racial Equity Training***: The proposed budget includes $100,000 to expand and supplement training begun in FY 2020 for all levels of employees in County government. This training may include a second cohort of County employees participating in the Washington Council of Government's (COG) racial equity program sponsored by the Government Alliance on Race & Equity (GARE). We will work towards making this type of training regular and continual for leaders and staff throughout the organization.

- ***Housing Arlington***: This umbrella program takes a proactive, expanded approach to reach an equitable, stable, and adaptive community. New and ongoing efforts will reach beyond traditional policies and programs to generate holistic housing solutions.

- ***Digital Equity****:* Ten percent of Arlington households do not have access to a home internet connection. The Digital Equity initiative continues to build connectivity and access internet with a device to advance education, access health services, apply for jobs, and more.

- ***Destination 2027****:* This initiative focuses on disparities in health and a plan to achieve health equity by 2027. Health equity exists when everyone has access to the conditions they need for optimal health and well-being.

- **Small, Women, and Minority owned Businesses (SWaM)**: The County Manager's budget proposal increases outreach to SWaM businesses to raise awareness of opportunities to bid on County solicitations and do business with Arlington County. This also includes expanding training, language translation, and outreach to strengthen successful business practices.

There has been a commitment across the County throughout all departments to take the first steps towards addressing racial equity. This year, racial equity was a consideration in the development of the operating budget, and it will be so in the upcoming CIP process. There is a concerted effort across the organization to normalize conversation about race and equity—establishing a common language as well as direct and intentional dialogue. The first cohort that has been through the COG racial equity program sponsored by GARE will continue to report back on their efforts and training and will be developing a racial equity tool kit. The County's commitment to racial equity is not an "initiative" or something to do but a value we intend all employees to uphold as a part of our culture and how we approach our work.

RECYCLING PROGRAM

Recent global disruptions in the international market for recycled commodities have created challenges for municipal recycling programs nationwide. Arlington's recycling program remains both environmentally and economically beneficial, especially when compared to other recycling programs across the country. But there are near- and medium-term challenges:

- Plans to rebuild recycling infrastructure and markets in the United States, including regional composting and material recovery facilities;
- Changing market over the past five years where costs have outpaced original expectations;
- Upcoming competitive procurements for expiring collection and recycling processing contracts that could impact the County's household solid waste fee;
- Transitions in the County's partnership with Alexandria at the waste-to-energy facility that will result in lower to no tipping fees for a period and resulting trade-offs to consider when the Covanta agreement expires in 2038;
- Opportunities to improve commercial recycling rates;
- Exploring new ways to recycle glass and review the single-stream recycling model;
- Opportunities to reduce the waste stream in cost-effective ways, such as food waste collection; and
- Continued education of County residents and businesses on the recycling market changes.

The County is required to update its Solid Waste Management Plan (SWP), an element of the Comprehensive Plan, every 20 years; it was last updated in 2004. In the intervening time, we have successfully implemented major changes, including the introduction of yard waste and overall improvements in our recycling rate, which grew from 31% in 2004 to 50% in 2018. We have also proven to be agile and a regional leader with our rapid response to eliminating glass from residential single stream recycling in response to international markets, while standing up three additional drop-off locations for glass.

As a first step toward the more comprehensive update to the SWP, the Department of Environmental Services (DES) will perform an initial high-level assessment of the market and contractual opportunities and challenges. This analysis will help inform the policy framework and environmental and economic trade-offs as we enter into the longer-term update of the SWP. I anticipate this work to be completed this year. Initial results will help us reprioritize existing funding and allow us to determine the best approach for implementing food waste collection as the next step in our solid waste planning.

STORMWATER MANAGEMENT AND FLOOD RESILIENCY

Arlington and the Washington region experienced repeated intense rainstorms in 2018 and an historic storm on July 8, 2019. These storms impacted numerous properties and businesses in Arlington, highlighting the need for increased investment in the County's stormwater management system. If the County continues to experience increasingly intense storms—as predicted by climate change models—investments in stormwater infrastructure will be even more critical. Arlington's strategy for stormwater, as laid out in the 2014 Stormwater Master Plan, seeks to strike the right investment balance between water quality, stream repair, education, and capacity improvements.

To increase resilience in response to intense rain events and flooding, the County is undertaking a comprehensive review of ways to mitigate flood risks. Design work is already underway for significant investments in watershed scale solutions in critical areas that have experienced flooding and are identified in the Stormwater Master Plan. In addition, County staff is reviewing County policies and regulations, industry best practices, and innovative approaches to flood risk mitigation.

Stormwater Infrastructure Improvements

Recognizing the significance of the stormwater investment that is needed, the County Manager will be proposing a November 2020 bond referendum for stormwater and watershed infrastructure. This would be a substantial, long-term investment in the County's stormwater management system, with multiple generations of taxpayers benefitting.

Engineering design is complex and time-intensive, but the current schedule of ongoing engineering studies, surveys, pre-design, and design work would align with the availability of bond funding for construction, if approved by voters.

Staff continues to prepare options for the Capital Investment Plan (CIP) and will work with the community on the options that may be proposed in May.

More than 100 projects were identified and prioritized in the 2014 Stormwater Master Plan, adding to projects that were already in progress. To date, the County has constructed six of the 10 high priority projects:

1. John Marshall Drive
2. Williamsburg Boulevard at Harrison Street
3. Sycamore Street at 24th Street
4. West Little Pimmit Run
5. 9th Street and Liberty Street
6. Woodmont Swale

Interdepartmental Working Groups

Arlington County's interdepartmental workgroups for stormwater management are focused on the following areas:

- Emergency Response and Life Safety Notification
- Strategic Improvements and Policy Changes
- Development/Regulations
- Communications/Engagement Plan

The workgroups will have initial recommendations completed by May 2020, which will be shared with the community for input. Based on the Emergency Response and Life Safety subgroup's review of sensor warning and technology deployments, as well as best practices in the industry, the County Manager's Proposed FY 2021 Budget includes:

- $120,000 in one-time funding for a pilot project to implement flood sensors at two priority intersections in the County.
- $9,000 in one-time funding to pilot a program that provides low-cost flood sensors to high-risk homes with below grade bedrooms and living areas.
- Improved access to more real-time weather data reporting tools.

The goal of these enhancements is to reduce the potential for loss of life during flash floods by warning people before water rises to unsafe levels.

Land Disturbance Activity (LDA) Permit Requirements

Since early 2019, the County has been working to update stormwater management requirements for development projects. This update to the Land Disturbance Activity (LDA) Permit will incorporate design approaches and tools that can handle higher rainfall intensities and incrementally manage more overall runoff volume. We are also simplifying the design and plan review process to reduce the time and cost associated with preparing plans and obtaining an LDA permit.

To provide sufficient oversight of LDA permits, the Manager's proposed budget includes the addition of two LDA inspectors. These new positions will ensure construction impacts are properly managed, projects are built according to approved plans, and MS4 obligations and state mandates are met.

Review of the StormwaterWise Program

As part of budget guidance, the County Board directed the Manager to submit a review of the StormwaterWise Landscape program and any recommended changes.

The StormwaterWise Program was launched as a pilot in 2012 for residential applicants. In 2014, it was formalized as part of the stormwater program, along with the addition of a Homeowner Association/business element. To date, the program has incentivized 300 projects focused on on-site green infrastructure and water quality projects.

This chart summarizes the practices and incentives:

Practices, Baseline Requirements and Flat Incentive Option

Practice	Residential Minimum Size	Maximum Residential Reimbursement	Average project cost	HOA Minimum Size	Maximum HOA Reimbursement
Conservation Landscape	150 square feet	$1,000	$3,000	300 square feet	$2,000
Permeable Pavement	150 square feet	$2,500	$3,000	300 square feet	$4,000
Rain Garden	100 square feet	$1,500	$9,500	150 square feet	$3,000
Pavement Removal	150 square feet	$1,500	$4,000	300 square feet	$3,000

Use of the Stormwater Program

- During the previous MS4 permit cycles, the County has included the StormwaterWise program as an element of our overall permit efforts. As a locally unregulated program, it does not receive formal nutrient credits, but it is recognized by the Commonwealth's Department of Environmental Quality (DEQ) for programmatic credit. In the current negotiations for the next MS4 permit, the County has continued to include this program as part of our application.
- StormwaterWise serves at least 60 private homeowners and 10 HOAs and/or businesses annually, with a project budget of up to $120,000 per year (exclusive of County staff resources). EcoAction Arlington serves as the fiscal agent of the program.
- An annual application period opens in February, and projects are completed/certified by Q4 of each year.

Role of StormwaterWise in County Strategies

In a fully developed urban area such as Arlington County, a critical part of addressing stormwater runoff will be improvements to and enhancements of the entire stormwater infrastructure system, including large scale detention and overland relief. One available tool to reduce the risk of flooding is to retrofit water detention facilities into existing residential neighborhoods.

The current program addresses water quality, and to some extent, localized flooding on individual properties, but does not significantly address capacity needs for intense rainfall events. The following policy issues should be evaluated before a final decision is made on how to either continue, revise, or eliminate the program:

1. What are the measurable improvements to overall system effectiveness by these investments in individual parcels?

2. Is the expenditure of public funds appropriate to benefit individual property owners given the benefits received to the adjacent property owners and the overall stormwater program?
3. Even if the expenditure of public funds to benefit individual property owners is appropriate, should the increased value to individual parcels be recaptured (on a proportional basis) by the County upon sale of a property?
4. Should the program be focused only on areas of the County that are at risk for stormwater related flooding?
5. Who benefits, who is burdened, who is missing, and how do we know? Should the program be means tested?
6. Should the practices promoted by the program be expanded to add incentives or modified for water detention options that manage on-site stormwater runoff?
7. Should current practices be eliminated, and all funding redirected to water detention options on County-owned property?
8. What are the impacts of potential program changes on the County's MS4 permit?

The current program is popular with residents with high evaluation marks and it leverages private investments of $3.60 for every $1 provided by the County. The program has also encouraged good practices by residents and is a feature in many other jurisdictions.

Now is a good time to review the underlying philosophy of the program. Accordingly, the FY 2021 Proposed Budget suggests continuing the program while this discussion occurs. During the upcoming budget work sessions, staff will provide details on the options to expand the program or to focus it in different areas.

Stormwater Utility Review and Evaluation

When the Sanitary District Tax was enacted in 2008, it originated as a water quality improvement program focused on sediment, nitrogen, and phosphorus pollutant removal to meet the Commonwealth's Chesapeake Bay water quality improvements, which are framed under the MS4 permit requirements. The current regulatory framework is organized across three five-year permit cycles. The County satisfied the pollutant-improvement target of the first MS4 permit (5%) and has a plan in place to meet the requirements of the second MS4 permit (an additional 35% improvement). The goal for the final five-year permit is for an overall 60 percent pollutant-reduction.

Meanwhile, patterns of regional rain events demonstrate increased frequency and/or intensity. As we look to expand infrastructure capacity and to build an adaptive, resilient, and performance-based system, investments will be substantial and must often be executed on a watershed-scale basis. To fund these projects, we are looking at using the current ad valorem tax or moving to a utility rate structure.

Basics of Utility Rate Structure

Many Virginia communities have transitioned to a stormwater utility as a mechanism for planning and managing a comprehensive stormwater program. There are 21 Virginia Municipal Stormwater Association jurisdictions (VAMSA), 19 of which have created formal stormwater utilities, leaving only Fairfax and Arlington Counties as districts. A stormwater utility offers a sustainable funding mechanism for recovery of the costs related to stormwater infrastructure, regulatory compliance, planning, administration, maintenance, capital improvements, and repair and replacement.

Under a utility, stormwater fees are charged to both taxpaying and tax-exempt properties and are typically based on property area. There are several methods used to calculate stormwater utility service fees. The most common one is the Equivalent Residential Unit (ERU) method, which is used by roughly 80 percent of the more than 500 stormwater utilities nationwide. Parcels are billed on the measure of impervious area, regardless of the total area of the parcel. The ERU measures the impact of a typical single-family residence's impervious area footprint. In the interests of equity, a jurisdiction may tier rates.

Policy Issues Associated with Moving to a Utility Rate Structure

Considerable analysis is needed to address the many policy issues raised by a utility. These issues include:

- A stormwater utility would base payments on the impact on runoff by a property. This better incentivizes behavior than the current payment system based on property value
- While payments are currently tax deductible, a utility would not be
- Properties currently exempt from paying taxes potentially would be covered by a fee
- A utility has higher administrative costs
- A utility could affect some property owners (single family residential, non-profits/churches with large parking lots) more significantly. These impacts are dependent on the design of a utility

Further analysis will take place over the coming months.

The County will be hiring a consultant to execute a Stormwater Utility Feasibility Study to explore in more detail the benefits, concerns, and process for moving to a different funding model. An analysis of the impact on residents and commercial customers, potential rate structures, and implementation and operating costs will be completed for consideration during the FY 2022 budget process. If a utility is adopted, time will be required for full implementation.

SUPPORTING METRO FUNDING NEEDS

The County Manager's Proposed FY 2021 Budget includes $49.3 million for the Washington Metropolitan Area Transit Authority (WMATA), which operates the region's Metrorail, Metrobus, and MetroAccess transit systems. This funding is a four percent increase over FY 2020. The largest driver for the increase is the planned commencement of Silver Line Phase 2 rail service and associated startup and operational costs. These higher expenses are offset by several proposed fare increases and Metrobus service reductions.

Funding WMATA's Metrorail Expansion

The Manager's proposal assumes a planned three-percent growth in the County's annual WMATA operating subsidy, consistent with the three-percent cap in operating subsidy growth stipulated under 2018 Virginia legislation that authorized $154 million as the Commonwealth's share of dedicated WMATA capital funding (operational costs related to capital projects underway before July 1, 2018, such as Silver Line Phase 2 construction, are excluded from the three-percent cap in growth). The Manager's proposal meets WMATA's annual operating subsidy for ongoing operations.

Due to the uncertain start date for Silver Line Phase 2 operations, the Manager's proposal only includes ongoing funding for six months of operating costs for this service. One-time funding of $2.7 million is included to fund three months of start-up costs. Should WMATA approve an operational start date for Silver Line Phase 2 that requires more than nine months of funding in FY 2021, additional one-time funding will be needed to meet the County's obligation.

Addressing Additional Funding Needs

WMATA's proposed FY 2021 budget includes several fare and service-related adjustments that have an impact on the overall funding required in the operating budget. The major changes include:

<u>Service Enhancements</u>

- Restoring late night Metrorail hours
    - Midnight closing Mondays–Thursdays (11:30 p.m. currently)
    - 2 a.m. closing on Saturdays and Sundays (1 a.m. currently)
- Improved weekend Metrorail headways
    - Orange/Silver/Yellow/Green/Blue lines Sunday daytime headways (time between arrivals) decreased from 15 minutes to 12 minutes
    - Red Line Sunday daytime headways (time between arrivals) reduced from 8 minutes to 6 minutes
- Additional MetroExtra bus routes

    - Extra hour of rush-hour service for 16Y Route (10 a.m. in the morning, 8:15 p.m. in the evening)
- Increased Metrobus service on high-ridership routes and routes with connections to rail stations

Fare Adjustments

- $0.25 increase to peak Metrorail base fare from $2.25 to $2.50
- $0.25 surcharge for cash fares on Metrobus (Increase from $2 to $2.25)
- $2 Metrorail weekend flat fare (Eliminates the per-mile charge after Mile 3)
- Increase the rail-to-bus transfer from $0.50 to $2
- Metrorail mileage tiers adjusted
    - Charge $0.326 per mile after Mile 3 until the max fare is reached (Currently this rate drops to $0.288 after Mile 6 until the max fare is reached)
    - In off-peak hours, lower the charge for Miles 3-6 to $0.216 until the max fare is reached. (Miles 3-6 are currently at a higher rate of $0.244; this adjusts all miles after Mile 3 to $0.216)
- Maximum peak fare on Metrorail increased from $6 to $7

In addition, WMATA proposes restructuring or eliminating some bus routes identified as less productive, right-sizing service levels on other bus routes, and adjusting early morning (before 6 a.m.) rail headways (time between arrivals) from 8 minutes to 12 minutes. A full list of WMATA's proposed changes for FY 2021 can be found at www.wmata.com/initiatives/budget.

Several of the proposed bus modifications proposed by WMATA impact Arlington routes, including some along Columbia Pike and a north-south connection from Ballston to the Barcroft and Fairlington neighborhoods. County staff opposes several of these recommendations, which could result in an increase to our funding requirements if WMATA keeps those services. The proposed budget sets aside $700,000 to fund operations of the routes that we wish to restore.

ONE-TIME FUNDING PROPOSALS

Approximately $23.9 million in one-time funding is available from the following sources:

- Carry-over of FY 2019 Close-out Funding: $13.7 million in unallocated funds.
- Real Estate Assessment Growth: $7.9 million in one-time revenue above CY 2020 estimates ($4.2 million County; $3.7 million Schools).
- The Boeing Company Donation: Of the $9.985 million donation from Boeing accepted by the County Board in September 2019, $1.9 million will be used to offset the ongoing and one-time operating costs (net of fees) of the Long Bridge Aquatics & Fitness Center in FY 2021.
- Amazon Contingency: the remainder of the County Manager's Contingent to address unforeseen staffing needs related to Amazon and related development will be used to fund one-time needs in FY 2021 ($278,800).

The proposed budget includes the following recommendations:

- Affordable Housing: $9.8 million for the Affordable Housing Investment Fund to increase fund above FY 2020 levels.
- Arlington Public Schools: $3.7 million reflecting Schools' share of real estate assessment growth.
- Community Planning, Housing and Development: support to the County's Historic Preservation Master Plan (HPMP) ($35,000) and support to Housing Arlington ($248,750).
- Economic Development Contingent Funds: $889,371 to meet the commitments of previously approved economic incentive agreements.
- Electoral Board: an Absentee Voting & Operations Coordinator ($75,000) and support for the CY 2021 Presidential Election ($230,900).
- Environmental Services: Funds for costs associated with three limited-term permit counter positions in Development Services ($215,975), vehicles for the Streetlight Program and the new Lubber Run Community Center ($53,000), installation of flood warning sensors in the public right of way ($100,000), installation of residential flood sensors for high risk homes ($9,000), Arlington Initiative to Rethink Energy (AIRE) the County's recently-adopted Community Energy Plan ($150,000), and funding to support a sidewalk condition assessment ($300,000).
- The County Board: Funds for costs associated with digitization of audio and microfilm records ($35,000) and audit consulting ($60,000).
- Metro: $2.7 million for start-up costs related to Silver Line Phase II.
- Miscellaneous: Funds for costs associated with an online marriage license request portal in the Clerk of the Circuit Court ($75,000), consulting services to support county-wide Internal Audit within DMF ($50,000), network security ($255,235), Bozman Center Plaza Library renovation ($75,000), additional resources and materials to the Library's collection ($150,000), Columbia Pike Revitalization Organization ($60,000), Columbia Pike small business support ($20,000), Clarendon Alliance ($10,000), Arts Grants ($30,000), Costume Shop Management for Signature Theater pilot program ($70,000), Pay-As-You-Go ($119,795), Northern Virginia Economic Development Consortium ($75,000), equity training ($100,000).
- Parks and Recreation: Funding for the cost associated for the reopening of Lubber Run Community Center and Park ($180,000), expenses associated with a new Urban Forester ($53,000), cost associated with the opening of Long Bridge Aquatics & Fitness Center and Park ($370,000), and funding for Lee Center program operations for six additional months ($100,000).

- Public Safety: Funding for the second recruit school of 25 recruits, training, and equipment in the Fire Department ($1,512,305), recruitment funds for the Police Department ($129,000), costs associated with Traffic Control Officers ($104,012), business outreach for the Police Department ($110,000), recruitment funds and associated expenses for a new Inmate Service Counselor in the Sheriff's Department ($82,200).

  Amounts may not total due to rounding.

MULTI-YEAR FORECAST & FUTURE OUTLOOK

Consistent with the County's debt and financial policies, staff has prepared a multi-year financial forecast. This forecast is intended to help inform, and provide greater awareness to, the Board and the community of medium and long-term budget pressures as policy and service delivery choices are considered. The County is required to adopt a balanced budget annually, so any projected shortfalls would be eliminated through a combination of expenditure and service reductions, revenue increases (either increased taxes or fees), or a combination of the two.

The forecast assumes moderate growth in revenues that increases slightly over time as the impact of increased development is realized in real estate assessments. Overall assessment growth is forecasted to grow from 2.9% in CY 2021 up to a normalized moderate level of 3.5% beginning in CY 2024. Other tax growth is expected to show low to moderate growth reflecting the continued strength of the County's businesses.

The ongoing expense growth in the forecast reflect typical growth for a continuing services budget of 2.4% to 3.3% on an annual basis with no significant change in service levels or proposed new services. However, many of the County and Schools' priorities will require continued commitments beyond this continuing services level budget in the coming years including:

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

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

Stormwater & Infrastructure: The FY 2021 Proposed Budget includes investments in stormwater and infrastructure – particularly in areas that had not received additional funding during recent leaner budget years. Continuing to address these areas are essential to maintaining our core infrastructure and delivering core services to residents. Additionally, we will be having key conversations and make strategic policy decisions to adequately fund stormwater management.

Metro: A reduction in state aid revenues and the diversion of state revenue to match PRIIA will increase the County's required contribution to Metro in FY 2022. In FY 2023, state aid is estimated to increase with new sources of funding for the Commonwealth Mass Transit Fund (CMTF) taking our Metro costs back to a normal growth level.

Debt: Debt service as forecasted in the Adopted FY 2019 – FY 2028 Capital Improvement Program (CIP) is expected to increase at a moderate level over the next few fiscal years before returning to a more normal level. This is due to several large projects currently underway such as Lubber Run Community Center, Long Bridge Aquatics and Fitness Center, Jennie Dean Park, and Fire Station 8. These are in addition to ongoing capital commitments for parks and facilities maintenance capital, paving, and an increased level of capital contributions to fund the County's share of WMATA's capital program. The County's FY 2021 – FY 2030 CIP is scheduled to be adopted in July 2020 and will include updated forecasts to the County's annual debt issuance and debt service.

Arlington Public Schools (APS): The estimates shown for the Schools transfer reflect the current revenue-sharing percentage (47 percent of local taxes) as outlined in the Revenue Sharing Principles adopted by the County Board and School Board in January 2015; this percentage may change based on budget deliberations. Continued collaboration with APS could yield efficiency, better service delivery, and savings for both the County and APS.

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

Multi-Year Financial Forecast

REVENUE	FY 2021 Proposed	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg	Forecast FY 2025	% chg	Forecast FY 2026	% chg
Real Estate	815,831,484	4.8%	840,351,870	3.0%	867,016,730	3.2%	896,142,890	3.4%	927,576,870	3.5%	960,112,640	3.5%
Less Crystal City TIF Real Estate	(6,202,220)	4.0%	(6,676,520)	7.6%	(7,301,870)	9.4%	(7,939,710)	8.7%	(8,590,310)	8.2%	(9,253,930)	7.7%
Less Columbia Pike TIF Real Estate	(1,094,670)	119.3%	(1,360,380)	24.3%	(1,646,960)	21.1%	(1,959,910)	19.0%	(2,297,590)	17.2%	(2,647,100)	15.2%
Less Ballston Quarter TIF Real Estate	(1,854,318)	57.9%	(1,941,000)	4.7%	(2,030,000)	4.6%	(2,120,000)	4.4%	(2,215,000)	4.5%	(2,315,000)	4.5%
Personal Property	122,252,147	2.7%	125,308,000	2.5%	128,441,000	2.5%	132,294,000	3.0%	136,263,000	3.0%	140,351,000	3.0%
BPOL	74,860,000	8.5%	76,732,000	2.5%	78,650,000	2.5%	80,616,000	2.5%	82,631,000	2.5%	84,697,000	2.5%
Sales	47,735,000	6.8%	48,690,000	2.0%	49,664,000	2.0%	50,657,000	2.0%	51,670,000	2.0%	52,703,000	2.0%
Meals	43,110,000	5.4%	43,972,000	2.0%	44,851,000	2.0%	45,748,000	2.0%	46,663,000	2.0%	47,596,000	2.0%
BQ TIF: Sales & Meals	(1,035,000)	-	(1,125,000)	8.7%	(1,225,000)	8.9%	(1,330,000)	8.6%	(1,455,000)	9.4%	(1,580,000)	8.6%
TOT	26,000,000	0.0%	26,000,000	0.0%	26,260,000	1.0%	26,785,000	2.0%	27,589,000	3.0%	28,693,000	4.0%
Other Taxes	42,665,000	4.3%	43,518,000	2.0%	44,388,000	2.0%	45,498,000	2.5%	46,635,000	2.5%	47,801,000	2.5%
SUBTOTAL: TAXES	**1,162,267,423**	**4.6%**	**1,193,468,970**	**2.7%**	**1,227,066,900**	**2.8%**	**1,264,391,270**	**3.0%**	**1,304,469,970**	**3.2%**	**1,346,157,610**	**3.2%**
State	79,716,009	4.9%	80,513,000	1.0%	81,318,000	1.0%	82,131,000	1.0%	82,952,000	1.0%	83,782,000	1.0%
Federal	16,145,620	0.5%	16,146,000	0.0%	16,146,000	0.0%	16,146,000	0.0%	16,146,000	0.0%	16,146,000	0.0%
Other Revenue	116,063,522	4.1%	118,385,000	2.0%	120,753,000	2.0%	123,168,000	2.0%	125,631,000	2.0%	128,144,000	2.0%
SUBTOTAL: OTHER	**211,925,151**	**4.1%**	**215,044,000**	**1.5%**	**218,217,000**	**1.5%**	**221,445,000**	**1.5%**	**224,729,000**	**1.5%**	**228,072,000**	**1.5%**
SUBTOTAL: ONGOING REV	**1,374,192,574**	**4.5%**	**1,408,512,970**	**2.5%**	**1,445,283,900**	**2.6%**	**1,485,836,270**	**2.8%**	**1,529,198,970**	**2.9%**	**1,574,229,610**	**2.9%**
CARRYOVER FUNDS	21,978,940	-46.5%	250,000	-98.9%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%
TOTAL REVENUE	**1,396,171,514**	**2.9%**	**1,408,762,970**	**0.9%**	**1,445,533,900**	**2.6%**	**1,486,086,270**	**2.8%**	**1,529,448,970**	**2.9%**	**1,574,479,610**	**2.9%**

EXPENDITURES	FY 2021 Proposed	% chg	Forecast FY 2022	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg	Forecast FY 2025	% chg	Forecast FY 2026	% chg
Salaries	303,396,678	5.6%	312,386,455	3.0%	320,969,986	2.7%	329,636,000	2.7%	338,536,000	2.7%	347,676,000	2.7%
Benefits	132,804,950	2.8%	135,507,446	2.0%	138,474,398	2.2%	141,970,310	2.5%	145,555,754	2.5%	149,233,050	2.5%
SUBTOTAL: PERSONNEL	**436,201,628**	**4.7%**	**447,893,901**	**2.7%**	**459,444,384**	**2.6%**	**471,606,310**	2.6%	**484,091,754**	2.6%	**496,909,050**	2.6%
Ongoing Operating Expenses	218,045,754	8.5%	220,505,346	1.1%	223,023,178	1.1%	225,600,675	1.2%	228,239,295	1.2%	232,706,634	2.0%
One-time Operating Expenses	5,123,377	39.9%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Metro	49,308,764	3.6%	56,717,000	15.0%	58,368,000	2.9%	60,064,000	2.9%	61,807,000	2.9%	63,597,000	2.9%
Contingents (General & Stabilization)	250,000	-96.4%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%
Economic Development Grants	2,389,371	-7.6%	1,500,000	-37.2%	1,500,000	0.0%	1,500,000	0.0%	1,500,000	0.0%	1,500,000	0.0%
Ongoing AHIF	8,303,202	2.5%	8,303,202	0.0%	8,303,202	0.0%	8,303,202	0.0%	8,303,202	0.0%	8,303,202	0.0%
One-time AHIF	9,790,140	34.9%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		0.0%
Regionals	6,752,011	-9.3%	6,752,011	0.0%	6,752,011	0.0%	6,752,011	0.0%	6,752,011	0.0%	6,752,011	0.0%
Ongoing Capital	6,832,227	0.7%	6,832,227	0.0%	6,832,227	0.0%	6,832,227	0.0%	6,832,227	0.0%	6,832,227	0.0%
One-time Capital	119,795	-99.3%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Debt	74,962,748	3.9%	81,940,000	9.3%	87,241,000	6.5%	90,508,000	3.7%	90,074,000	-0.5%	96,716,000	3.0%
Debt Service for Master Lease	8,107,143	0.0%	8,350,358	3.0%	8,600,868	3.0%	8,858,894	3.0%	9,124,661	3.0%	9,398,401	3.0%
OPEB	18,400,000	0.0%	18,952,000	3.0%	19,520,560	3.0%	20,106,177	3.0%	20,709,362	3.0%	21,330,643	3.0%
SUBTOTAL: NONPERSONNEL	**408,384,532**	0.4%	**410,102,143**	0.4%	**420,391,046**	2.5%	**428,775,186**	2.0%	**433,591,758**	1.1%	**447,386,118**	3.2%
Schools Ongoing (based on 47.0% of tax revenue)	546,265,689	4.6%	560,930,416	2.7%	576,721,443	2.8%	594,263,897	3.0%	613,100,886	3.2%	632,694,077	3.2%
Schools One-time	4,826,583	-51.3%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Transfers to Other Funds	493,082	0.0%	493,082	0.0%	493,082	0.0%	493,082	0.0%	493,082	0.0%	493,082	0.0%
TOTAL EXPENSES	**1,396,171,514**	2.9%	**1,419,419,542**	1.7%	**1,457,049,956**	2.7%	**1,495,138,475**	2.6%	**1,531,277,480**	2.4%	**1,577,482,327**	3.0%

Shortfall/Surplus $ (millions)	FY 2021 Proposed		Forecast FY 2022		Forecast FY 2023		Forecast FY 2024		Forecast FY 2025		Forecast FY 2026	
Revenue	1,396,171,514		1,408,762,970		1,445,533,900		1,486,086,270		1,529,448,970		1,574,479,610	
Expenditures	1,396,171,514		1,419,419,542		1,457,049,956		1,495,138,475		1,531,277,480		1,577,482,327	
Annual Deficit/Surplus*	-		(10,656,572)		(11,516,056)		(9,052,205)		(1,828,510)		(3,002,717)	

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

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FUND DESCRIPTIONS

GENERAL FUND

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

ENTERPRISE FUNDS

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

Utilities Fund

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

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

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

Ballston Public Parking Garage Funds

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

INTERNAL SERVICE FUNDS

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

Automotive Equipment Fund

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

Printing Fund

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

SPECIAL REVENUE FUNDS

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

Ballston Quarter Tax Increment Financing Area (TIF) Fund

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

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

Travel and Tourism Promotion Fund

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

Ballston Business Improvement District (BID) Fund

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

Rosslyn Business Improvement District (BID) Fund

This fund accounts for the operations of a service district in Rosslyn within specified boundaries of the business area to provide enhanced services, such as beautification, cleaning, maintenance, marketing and promotion, community activities, parking, and transportation. The revenue supporting the fund is generated from an additional real estate tax assessment for properties in the district. Arlington Economic Development (AED) manages this fund.

Crystal City Business Improvement District (BID) Fund

This fund accounts for the operations of a service district in Crystal City, Potomac Yard, and Pentagon City within specified boundaries of the business area to provide enhanced services, such as economic development, business recruitment and retention, information and marketing, landscaping and beautification, and street and sidewalk cleaning. The revenue supporting the fund is generated from an additional real estate tax assessment for properties in the district. Arlington Economic Development (AED) manages this fund.

Housing and Community Development Fund

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

Section 8 Housing Assistance Fund

This fund accounts for the revenue from the U.S. Department of Housing and Urban Development for Section 8 housing assistance. This program provides tenant based and project based housing assistance to benefit eligible Arlington County residents. The federal funds are used for the administrative costs of the program as well as for the rental subsidy payments. The Section 8 program is managed by the Department of Human Services.

Columbia Pike Tax Increment Financing (TIF) Fund

This fund accounts for a portion of the incremental real estate tax revenue generated by properties within the Columbia Pike Neighborhoods Special Revitalization District and the Columbia Pike Special Revitalization District. Funds are used to support affordable housing initiatives within these boundaries needed to mitigate the impact of redevelopment along Columbia Pike. The County Board approved the establishment of the financing mechanism and fund in December 2013 with a real estate assessment tax base value established as of January 1, 2014. In the adopted FY 2018 budget, the County Board adjusted the TIF's baseline to the CY 2018 assessed value. The fund is jointly managed by the Departments of Management and Finance and Community Planning, Housing, and Development.

CAPITAL PROJECTS FUNDS

Stormwater Management Fund

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

Transportation Capital Fund

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

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

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

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

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

General Obligation (GO) Bond Funds

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

Short-term Financing

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

SCHOOL FUNDS

School Operating Fund

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

School Comprehensive Services Act Fund

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

School Debt Service Fund

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

School Food and Nutrition Services Fund

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

School Grants and Restricted Programs Fund

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

School Capital Projects Fund

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

Community Activities Fund

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

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

	General Fund	Utilities Fund	CPHD Development	Ballston Public Parking Garage	Automotive Equipment Fund	Printing Fund	Ballston Quarter TIF	Travel and Tourism	Rosslyn, Ballston & Crystal City BIDs	Community Development Fund	Section 8 Housing Fund	Columbia Pike TIF	Stormwater Management Fund	Transportation Capital	Crystal City TIF	Pay-As-You-Go Capital Fund	Utilities Capital Fund
County Board	■																
County Manager	■																
Management and Finance	■						■		■			■			■	■	
Technology Services	■															■	
Human Resources	■															■	
County Attorney	■																
Circuit Court	■															■	
General District Court	■																
Juvenile and Domestic Relations Court	■															■	
Magistrate	■																
Public Defender	■																
Commonwealth's Attorney	■																
Sheriff	■															■	
Commissioner of the Revenue	■																
Treasurer	■															■	
Electoral Board	■															■	
Public Safety Communications and Emergency Management	■															■	
Police	■															■	
Fire	■															■	
Environmental Services	■	■		■	■	■	■						■	■	■	■	■
Human Services	■										■					■	
Libraries	■															■	
Economic Development	■						■	■	■						■		
Community Planning, Housing & Development	■		■							■		■			■	■	
Parks and Recreation	■															■	

EXPENDITURE SUMMARY (ALL FUNDS)

(Figures in Millions of Dollars)

	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	% Change '20 Adopted to '21 Proposed
COUNTY GOVERNMENT				
Operating Expenses	$677.5	$690.2	$727.5	5.4%
Capital Outlay	5.7	23.6	7.0	-70.5%
Debt Service	67.7	72.2	75.0	3.9%
Other Post Employment Benefits (OPEB) [1]	19.1	18.4	18.4	-
Contingents - General, Housing, Budget Stabilization	-	19.6	18.3	-6.5%
Subtotal	769.9	823.9	846.2	2.7%
OTHER FUNDS[3]				
Ballston Quarter Tax Increment Financing	0.1	1.7	2.9	73.1%
Travel & Tourism Promotion	1.5	1.5	1.5	-
Ballston Business Improvement District	1.6	1.5	1.6	4.8%
Rosslyn Business Improvement District	3.7	3.9	4.1	2.9%
Crystal City Business Improvement District	2.5	2.8	4.7	71.5%
Community Development	5.1	3.1	3.2	4.7%
Housing Choice Voucher Program	18.4	18.9	19.5	2.9%
General Capital - PAYG [2]	32.5	8.6	7.0	-19.6%
Stormwater Management	11.7	11.2	12.0	7.3%
Transportation Capital [2]	52.9	34.4	35.6	3.5%
Crystal City Tax Increment Financing [2]	4.5	6.0	6.2	4.0%
Columbia Pike Tax Increment Financing	0.05	0.5	1.1	120.4%
Utilities (including Utilities capital)	129.4	123.6	127.1	2.8%
Ballston Parking Garage [4]	6.5	4.4	4.2	-3.0%
CPHD Development	18.2	23.0	24.2	5.1%
Automotive Equipment	26.8	17.9	18.6	3.5%
Printing	3.2	2.4	2.4	-1.1%
Subtotal	318.5	265.5	275.8	3.9%
Less Transfers to Other Funds	(6.7)	(24.1)	(7.4)	-69.1%
Less Other Fund Transfers	(19.4)	(17.1)	(15.2)	-11.2%
COUNTY GOVERNMENT SUBTOTAL	1,062.4	1,048.2	1,099.4	4.9%
SCHOOL BOARD [6]				
School Operating Fund	517.8	553.3	577.9	4.4%
School Comprehensive Services (CSA)	3.4	4.2	4.2	-
School Debt Service	58.4	59.2	60.6	2.4%
School Capital Projects	17.6	6.5	7.8	20.8%
School Food Services Fund	11.2	10.7	11.5	6.9%
School Grants and Restricted Programs	19.9	15.5	16.2	5.1%
Community Activities Fund	17.9	20.2	20.2	-
School Board Subtotal	646.1	669.6	698.4	4.3%
TOTAL COUNTY GOVERNMENT AND SCHOOL BOARD	**$ 1,708.5**	**$ 1,717.8**	**$ 1,797.7**	4.7%

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

[2] Expenses do not include utilization of fund balance for FY 2020 and FY 2021. Refer to fund narrative for total expenditures.

[3] General Obligation Bond (GO bond) funding is not included above. At this time, FY 2021 GO bond funding totals $14.5 million and is included in the General Capital Project budget totals in the FY 2021 Proposed Budget. These funds will be appropriated as part of the FY 2021 Adopted budget in April.

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

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

[6] The FY 2021 School Board budget reflects the preliminary Superintendent's Proposed budget to the School Board.

Numbers may not add due to rounding.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2021 PROPOSED BUDGET

	General Fund	Ballston Quarter Tax Increment Financing Fund	Travel and Tourism Promotion Fund	Ballston Business Improvement District	Rosslyn Business Improvement District	Crystal City Business Improvement District	Community Development Fund	Housing Choice Voucher Program	Pay-As-You-Go Capital Projects [5]
EXPENDITURES BY CATEGORY									
Personnel Services	$303,396,678	-	$594,436	-	-	-	$364,315	$800,022	-
Employee Benefits	151,204,950	-	210,356	-	-	-	139,749	360,362	-
Contractual Services	152,087,164	$2,889,318	730,224	$1,538,545	$3,972,325	$4,644,777	-	132,382	-
Internal Services [1]	14,770,801	-	8,684	-	-	-	-	16,610	-
Other Charges [2]	$641,422,119	-	-	31,390	81,068	94,791	372,602	18,158,144	-
Materials and Supplies	11,792,108	-	3,000	-	-	-	-	6,000	-
Capital Outlay	3,035,098	-	-	-	-	-	-	-	$6,952,022
Other Uses of Funds [3]	126,710,172	-	-	-	-	-	2,354,476	-	-
Intra-County Charges for Services	(8,247,576)	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**$1,396,171,514**	**$2,889,318**	**$1,546,700**	**$1,569,935**	**$4,053,393**	**$4,739,568**	**$3,231,142**	**$19,473,520**	**$6,952,022**
REVENUES BY CATEGORY									
Local Taxes	$1,162,267,423	$2,889,318	$1,300,000	$1,569,935	$4,053,393	$4,739,568	-	-	-
Licenses, Permits and Fees	14,330,893	-	-	-	-	-	-	-	-
Fines & Forfeitures, Use of Money & Property	26,354,543	-	-	-	-	-	-	$6,500	-
Outside Charges for Services	66,035,658	-	-	-	-	-	-	-	-
Miscellaneous Revenue	1,855,329	-	-	-	-	-	-	10,000	-
Commonwealth of Virginia	79,716,009	-	-	-	-	-	-	-	-
Federal Government	16,145,620	-	-	-	-	-	$3,231,142	19,671,910	-
Other Revenue [4]	21,978,940	-	-	-	-	-	-	-	-
Transfers from Other Funds	7,487,099	-	246,700	-	-	-	-	-	$6,952,022
TOTAL REVENUES	**$1,396,171,514**	**$2,889,318**	**$1,546,700**	**$1,569,935**	**$4,053,393**	**$4,739,568**	**$3,231,142**	**$19,688,410**	**$6,952,022**

NOTES:
[1] Internal Services primarily includes maintenance, depreciation, and fuel charges for County vehicles, and Print Shop charges for printing services
[2] Other Charges primarily include contingents, transfers to other funds, regional programs, Metro, and rental assistance payments in Section 8
[3] Other Uses of Funds primarily includes debt service, master lease funding, Affordable Housing Investment Fund, and Department of Human Services' public assistance/purchase of service expense
[4] Other Revenue primarily includes prior year fund balance
[5] Expenses do not include utilization of fund balance for FY 2021. Refer to fund narrative for total expenditures.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2021 PROPOSED BUDGET

	Stormwater Management Fund	Transportation Capital Fund [5]	Crystal City Tax Increment Financing Fund [5]	Columbia Pike Tax Increment Financing Fund	Utilities Fund	Utilities Capital	Ballston Public Parking Garage	Ballston Public Pkg Garage - 8th Level	CPHD Development Fund	Automotive Equipment Fund	Printing Fund
EXPENDITURES BY CATEGORY											
Personnel Services	$4,169,850	$1,880,370	$199,155	-	$19,482,758	-	-	-	$10,461,522	$4,824,451	$560,703
Employee Benefits	1,661,541	653,680	51,380	-	7,515,726	-	-	-	3,834,657	1,912,050	248,524
Contractual Services	2,457,213	305,541	13,780	-	20,769,007	-	$1,973,415	$42,306	5,877,606	1,471,851	1,356,740
Internal Services [1]	1,332,350	26,733	7,500	-	7,081,559	-	-	-	2,838,906	46,784	28,073
Other Charges [2]	132,099	3,026,062	-	$1,094,670	12,155,000	-	593,803	25,035	300,000	130,000	-
Materials and Supplies	212,305	18,925	8,000	-	7,615,409	-	200,600	25,500	109,806	1,698,771	190,655
Capital Outlay	2,060,661	29,639,734	5,922,405	-	285,078	$23,422,000	800,000	-	778,397	7,048,735	-
Other Uses of Funds [3]	-	-	-	-	31,126,975	-	577,178	-	-	1,441,698	-
Intra-County Charges for Services	-	-	-	-	(2,364,217)	-	-	-	-	-	-
TOTAL EXPENDITURES	**$12,026,019**	**$35,551,045**	**$6,202,220**	**$1,094,670**	**$103,667,295**	**$23,422,000**	**$4,144,996**	**$92,841**	**$24,200,894**	**$18,574,340**	**$2,384,695**
REVENUES BY CATEGORY											
Local Taxes	$10,575,249	$35,551,045	$6,202,220	$1,094,670	-	-	-	-	-	-	-
Licenses, Permits and Fees	-	-	-	-	-	-	-	-	$26,304,499	-	-
Fines & Forfeitures, Use of Money & Property	-	-	-	-	$304,400	$350,000	-	-	-	$300,000	-
Outside Charges for Services	1,450,770	-	-	-	104,240,326	10,917,000	$4,435,800	$253,200	6,917	17,725,065	$2,365,459
Miscellaneous Revenue	-	-	-	-	122,567	-	-	-	51,738	581,000	-
Commonwealth of Virginia	-	-	-	-	-	-	-	-	-	-	-
Federal Government	-	-	-	-	-	-	-	-	-	-	-
Other Revenue [4]	-	-	-	-	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	12,155,000	-	-	-	30,000	246,382
TOTAL REVENUES	**$12,026,019**	**$35,551,045**	**$6,202,220**	**$1,094,670**	**$104,667,293**	**$23,422,000**	**$4,435,800**	**$253,200**	**26,363,154**	**$18,636,065**	**$2,611,841**

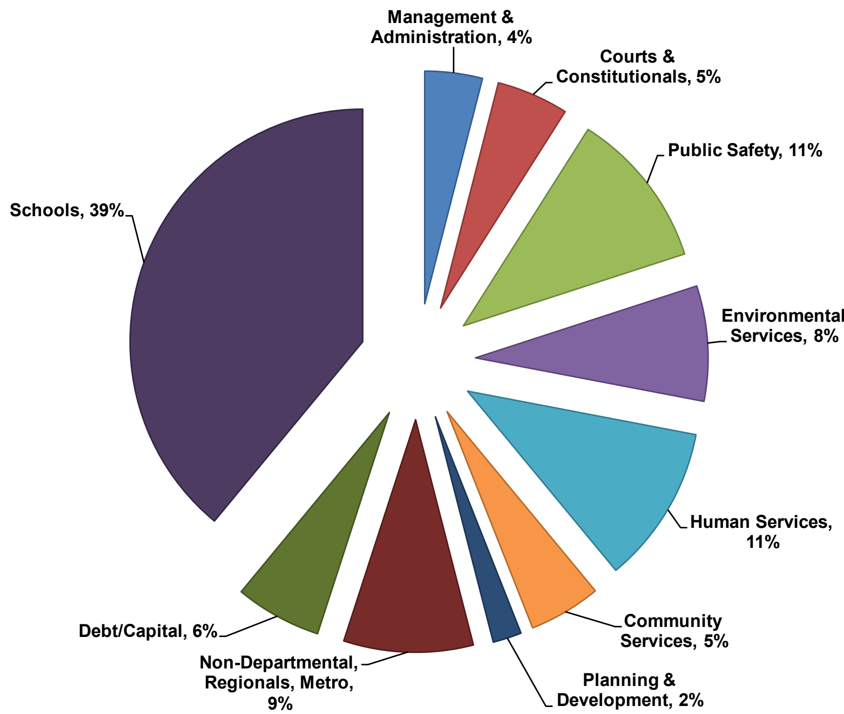
NOTES:
[1] Internal Services primarily includes maintenance, depreciation and fuel charges for County vehicles, and Print Shop charges for printing services
[2] Other Charges primarily include contingents, transfers to other funds, regional programs, Metro, and rental assistance payments in Section 8
[3] Other Uses of Funds primarily includes debt service, master lease funding, Affordable Housing Investment Fund, and Department of Human Services' public assistance/purchase of service expense
[4] Other Revenue primarily includes prior year fund balance
[5] Expenses do not include utilization of fund balance for FY 2021. Refer to fund narrative for total expenditures.

GENERAL FUND SUMMARY
(Figures in Millions of Dollars)

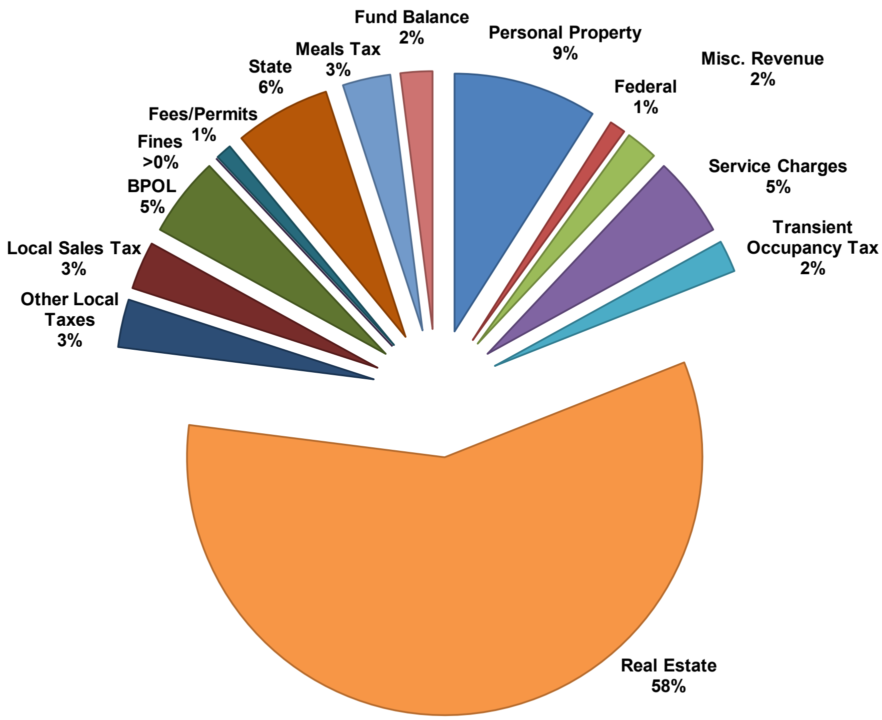
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 Adopted to '21 Proposed
EXPENDITURES				
County Services [1]	$634.9	$642.6	$678.2	5.5%
Metro Operations	42.6	47.6	49.3	3.6%
County Debt Service	67.7	72.2	75.0	3.9%
Other Post Employment Benefits (OPEB) [2]	19.1	18.4	18.4	-
Contingents				
General	-	0.3	0.3	-
Economic & Revenue Stabilization Fund	-	4.0	0.0	-100.0%
Affordable Housing Investment Fund (AHIF) [3]	-	15.4	18.1	17.8%
Subtotal County Services	764.3	800.3	839.2	4.9%
Capital	5.7	23.6	7.0	-70.5%
Subtotal County	769.9	823.9	846.2	2.7%
Schools Transfer (ongoing)	491.7	522.4	546.3	4.6%
Schools Transfer (one-time)	-	9.9	3.7	-62.2%
Subtotal Schools	491.7	532.3	550.0	3.3%
TOTAL EXPENDITURES	**$1,261.7**	**$1,356.2**	**$1,396.2**	2.9%
REVENUES				
Real Estate Tax	$745.9	$771.0	$806.7	4.6%
Personal Property Tax	118.0	119.1	122.3	2.7%
BPOL Tax	69.9	69.0	74.9	8.5%
Sales Tax	44.0	44.7	47.5	6.3%
Transient Tax	24.6	26.0	26.0	-
Utility Tax	16.5	16.2	17.2	6.5%
Meals Tax	40.2	40.9	42.3	3.4%
Communications Sales Tax	6.5	6.3	6.1	-3.2%
Other Local Taxes	19.1	18.5	19.4	4.9%
Subtotal Taxes	1,084.6	1,111.6	1,162.3	4.6%
Licenses, Permits and Fees	12.2	12.4	14.3	15.7%
Fines, Interest, Other	40.5	23.7	26.4	11.4%
Charges for Services	62.4	64.3	66.0	2.8%
Miscellaneous	19.0	11.2	9.3	-16.2%
Revenue from State	76.4	76.0	79.7	4.9%
Revenue from Federal Government	17.6	16.1	16.1	0.5%
Subtotal Other	228.1	203.5	211.9	4.1%
Total Revenue (excluding Fund Balance)	1,312.8	1,315.1	1,374.2	4.5%
Prior Year Fund Balance	93.1	41.1	22.0	-46.5%
TOTAL REVENUES & FUND BALANCE	**$1,405.8**	**$1,356.2**	**$1,396.2**	2.9%

[1] Includes General Fund transfers to other operating funds.
[2] Includes Pay-As-You-Go retiree health and life insurance, and transfer to the OPEB Trust Fund.
[3] Beginning in FY 2019 the HOME portion of AHIF is budgeted in the Community Development Fund.
Numbers may not add due to rounding.

FY 2021 Proposed Budget General Fund Expenditures



FY 2021 Proposed Budget General Fund Revenues



COUNTY GOVERNMENT SUMMARY

	FY 2019 Adopted FTE	FY 2020 Adopted FTE	FY 2021 Proposed FTE	FY 2019 Actual Expense	FY 2020 Adopted Expense	FY 2021 Proposed Expense
GENERAL FUND						
County Board	10.00	10.00	10.00	$1,632,038	$1,642,161	$1,837,179
County Manager	33.00	31.00	31.00	5,335,137	5,234,421	5,404,392
Management and Finance	58.50	58.50	60.50	8,004,496	8,584,601	8,915,874
Technology Services	74.00	80.00	85.00	22,028,662	23,057,137	26,332,140
Human Resources	53.00	53.00	55.00	9,324,435	9,747,306	10,075,744
County Attorney	16.00	16.00	16.00	3,044,995	3,219,699	3,286,418
Circuit Court Judiciary	10.30	11.30	10.30	1,183,285	1,337,361	1,281,389
Clerk of the Circuit Court	27.00	27.00	30.00	3,295,794	3,448,325	3,677,404
General District Court	1.00	1.00	1.00	352,711	387,064	407,675
Juvenile and Domestic Relations Court	59.80	60.30	60.30	7,030,385	7,564,087	7,424,158
Commonwealth's Attorney	35.00	36.00	38.00	4,257,707	4,494,369	4,686,029
Office of the Magistrate	-	-	-	25,929	29,986	29,986
Office of the Public Defender	-	-	-	163,717	181,239	181,239
Sheriff	293.00	295.00	296.00	47,698,889	45,331,117	47,406,605
Commissioner of Revenue	53.00	53.00	53.00	5,964,215	5,912,908	6,006,950
Treasurer	62.66	62.66	62.66	7,048,516	7,254,724	7,343,231
Electoral Board	8.40	8.80	9.80	1,144,229	1,528,593	1,853,991
Public Safety Comms. & Emergency Mgmt.	74.50	74.50	75.50	13,252,362	13,631,309	13,840,581
Police	477.00	479.00	487.00	68,703,892	72,068,068	74,669,607
Fire	340.00	349.00	359.00	62,821,768	64,948,843	68,544,157
Environmental Services	400.50	397.50	408.50	94,053,744	100,909,216	110,904,844
Human Services	697.82	701.87	715.62	135,256,946	141,975,137	147,612,087
Libraries	133.85	130.67	131.67	14,458,512	14,704,271	15,154,838
Economic Development	52.90	51.90	50.90	8,788,089	8,735,645	8,964,301
Community Planning, Housing & Devel.	83.50	82.00	84.50	10,684,954	11,858,193	12,413,973
Parks and Recreation	368.14	359.86	405.70	41,865,624	43,103,220	49,207,342
Non-Departmental/Other				68,302,233	71,738,870	70,235,363
Debt Service				67,686,380	72,153,342	74,962,748
Regionals/Contributions				7,227,028	7,443,092	6,752,011
Metro				42,601,029	47,597,637	49,308,764
SUBTOTAL FOR FUND	3,422.87	3,429.86	3,536.95	763,237,699	799,821,941	838,721,020
TRANSFERS TO OTHER FUNDS						
Utilities				400,000	-	-
Travel & Tourism Promotion				246,700	246,700	246,700
Community Development				94,981	-	-
Automotive Equipment				-	-	-
Printing				242,337	246,382	246,382
Trust & Agency				-	-	-
Other Post Employment Benefits Trust				45,567	-	-
SUBTOTAL				1,029,585	493,082	493,082
Schools Transfer				491,718,375	532,329,006	550,005,390
General Capital Projects				5,667,108	23,601,546	6,952,022
TOTAL TRANSFERS TO OTHER FUNDS				498,415,068	556,423,634	557,450,494
GENERAL FUND TOTAL	**3,422.87**	**3,429.86**	**3,536.95**	**$1,261,652,767**	**$1,356,245,575**	**$1,396,171,514**
OTHER FUNDS - OPERATING AND CAPITAL						
Ballston Quarter Tax Increment Financing	-	-	-	65,420	1,668,740	2,889,318
Travel & Tourism Promotion	7.00	7.00	7.00	1,478,290	1,546,700	1,546,700
Ballston Business Improvement District	-	-	-	1,614,759	1,497,516	1,569,935
Rosslyn Business Improvement District	-	-	-	3,704,779	3,938,338	4,053,393
Crystal City Business Improvement Dist.	-	-	-	2,520,507	2,763,656	4,739,568
Community Development	4.50	4.50	4.50	5,055,524	3,086,612	3,231,142
Housing Choice Voucher Program	12.35	11.60	11.60	18,384,976	18,929,431	19,473,520
General Capital - PAYG [1]	-	-	-	32,536,348	8,645,689	6,952,022
Stormwater Management	44.00	44.00	47.00	11,650,777	11,211,095	12,026,019
Transportation Capital [1]	29.00	29.00	29.00	52,936,446	34,358,518	35,551,045
Crystal City Tax Increment Financing [1]	6.50	7.00	7.00	4,478,775	5,964,730	6,202,220
Columbia Pike Tax Increment Financing	-	-	-	45,128	496,660	1,094,670
Utilities	247.95	253.95	254.95	102,751,289	103,457,806	103,667,295
Utility Capital	-	-	-	26,674,927	20,179,000	23,422,000
Ballston Public Parking Garage	-	-	-	6,402,031	4,281,318	4,144,996
Ballston Public Parking Garage - 8th Level	-	-	-	76,692	85,666	92,841
CPHD Development	106.00	113.00	117.50	18,191,004	23,036,970	24,200,894
Automotive Equipment	63.00	60.00	60.00	26,790,769	17,944,108	18,574,340
Printing	8.00	8.00	8.00	3,155,945	2,410,763	2,384,695
TOTAL OTHER FUNDS	528.30	538.05	546.55	318,514,385	265,503,316	275,816,613
LESS GENERAL FUND TRANSFERS				(498,415,068)	(556,423,634)	(557,450,494)
LESS OTHER FUND TRANSFERS [2]				(19,364,538)	(17,086,422)	(15,177,311)
TOTAL COUNTY GOVERNMENT	**3,951.17**	**3,967.91**	**4,083.50**	**$1,062,387,546**	**$1,048,238,835**	**$1,099,360,322**

[1] Expenses do not include utilization of fund balance for FY 2020 and FY 2021. Refer to fund narrative for total expenditures.

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

EXPENDITURE COMPARISON

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Increase '20 Adopted to '21 Proposed
GENERAL ADMINISTRATION				
County Board	$1,632,038	$1,642,161	$1,837,179	11.9%
County Manager	5,335,137	5,234,421	5,404,392	3.2%
Management and Finance	8,004,496	8,584,601	8,915,874	3.9%
Technology Services	22,028,662	23,057,137	26,332,140	14.2%
Human Resources	9,324,435	9,747,306	10,075,744	3.4%
County Attorney	3,044,995	3,219,699	3,286,418	2.1%
Subtotal: General Administration	49,369,763	51,485,325	55,851,747	8.5%
COURTS AND CONSTITUTIONALS				
Circuit Court	1,183,285	1,337,361	1,281,389	-4.2%
Clerk of the Circuit Court	3,295,794	3,448,325	3,677,404	6.6%
General District Court	352,711	387,064	407,675	5.3%
Juvenile and Domestic Relations Court	7,030,385	7,564,087	7,424,158	-1.8%
Commonwealth's Attorney	4,257,707	4,494,369	4,686,029	4.3%
Office of the Magistrate	25,929	29,986	29,986	-
Office of the Public Defender	163,717	181,239	181,239	-
Sheriff	47,698,889	45,331,117	47,406,605	4.6%
Commissioner of Revenue	5,964,215	5,912,908	6,006,950	1.6%
Treasurer	7,048,516	7,254,724	7,343,231	1.2%
Electoral Board	1,144,229	1,528,593	1,853,991	21.3%
Subtotal: Courts and Constitutionals	78,165,376	77,469,773	80,298,657	3.7%
PUBLIC SAFETY				
Public Safety Comms. & Emergency Mgmt.	13,252,362	13,631,309	13,840,581	1.5%
Police	68,703,892	72,068,068	74,669,607	3.6%
Fire	62,821,768	64,948,843	68,544,157	5.5%
Subtotal: Public Safety	144,778,022	150,648,220	157,054,345	4.3%
ENVIRONMENTAL SERVICES	94,053,744	100,909,216	110,904,844	9.9%
HUMAN SERVICES	135,256,946	141,975,137	147,612,087	4.0%
COMMUNITY SERVICES				
Libraries	14,458,512	14,704,271	15,154,838	3.1%
Parks and Recreation	41,865,624	43,103,220	49,207,342	14.2%
Subtotal: Community Services	56,324,136	57,807,491	64,362,180	11.3%
PLANNING AND DEVELOPMENT				
Economic Development	8,788,089	8,735,645	8,964,301	2.6%
Community Planning, Housing & Devel.	10,684,954	11,858,193	12,413,973	4.7%
Subtotal: Planning and Development	19,473,043	20,593,838	21,378,274	3.8%
OTHER				
Non-Departmental/Other	68,302,233	71,738,870	70,235,363	-2.1%
Debt Service	67,686,380	72,153,342	74,962,748	3.9%
Regionals/Contributions	7,227,028	7,443,092	6,752,011	-9.3%
Metro	42,601,029	47,597,637	49,308,764	3.6%
Subtotal: Other	185,816,670	198,932,941	201,258,886	1.2%
TOTAL GENERAL FUND OPERATIONS	**$763,237,699**	**$799,821,941**	**$838,721,020**	**4.9%**
OTHER FUNDS - OPERATING & CAPITAL				
Ballston Quarter Tax Increment Financing	65,420	1,668,740	2,889,318	73.1%
Travel & Tourism Promotion	1,478,290	1,546,700	1,546,700	-
Ballston Business Improvement District	1,614,759	1,497,516	1,569,935	4.8%
Rosslyn Business Improvement District	3,704,779	3,938,338	4,053,393	2.9%
Crystal City Business Improvement District	2,520,507	2,763,656	4,739,568	71.5%
Community Development	5,055,524	3,086,612	3,231,142	4.7%
Housing Choice Voucher Program	18,384,976	18,929,431	19,473,520	2.9%
General Capital - PAYG [2]	32,536,348	8,645,689	6,952,022	-19.6%
Stormwater Management	11,650,777	11,211,095	12,026,019	7.3%
Transportation Capital [2]	52,936,446	34,358,518	35,551,045	3.5%
Crystal City Tax Increment Financing [2]	4,478,775	5,964,730	6,202,220	4.0%
Columbia Pike Tax Increment Financing	45,128	496,660	1,094,670	120.4%
Utilities	102,751,289	103,457,806	103,667,295	0.2%
Utilities Capital	26,674,927	20,179,000	23,422,000	16.1%
Ballston Public Parking Garage	6,402,031	4,281,318	4,144,996	-3.2%
Ballston Public Parking Garage - 8th Level	76,692	85,666	92,841	8.4%
CPHD Development	18,191,004	23,036,970	24,200,894	5.1%
Automotive Equipment	26,790,769	17,944,108	18,574,340	3.5%
Printing	3,155,945	2,410,763	2,384,695	-1.1%
TOTAL OTHER FUNDS	**$318,514,385**	**$265,503,316**	**$275,816,613**	**3.9%**
Less Other Fund Transfers [1]	(19,364,538)	(17,086,422)	(15,177,311)	-11.2%
TOTAL COUNTY REQUIREMENTS	**$1,062,387,546**	**$1,048,238,835**	**$1,099,360,322**	**4.9%**

[1] Includes Other Fund transfers to General Fund and inter-fund transfers.
[2] Expenses do not include utilization of fund balance for FY 2020 and FY 2021. Refer to fund narrative for total expenditures.

FY 2021 PROPOSED BUDGET POSITION CHANGES

This table details the added and eliminated full-time equivalent positions (FTEs) in the FY 2021 Proposed Budget. Interdepartmental reorganizations are shown as transfers.

	FTE Changes: FY 2020 Adopted to FY 2021 Proposed
GENERAL FUND	
Department of Management & Finance	
Add a Procurement Officer	1.00
Add a Commercial Real Estate Appraiser	1.00
Total Department of Management & Finance	2.00
Department of Technology Services	
Convert three contractor positions to FTEs for network administration	3.00
Add one limited-term Project Manager for the Enterprise Resource Planning system upgrade	1.00
Convert one audio visual support position to a permanent position	1.00
Total Department of Technology Services	5.00
Human Resources	
Add a Human Resources Business Partner	1.00
Add a Compensation Specialist	1.00
Total Human Resources	2.00
Circuit Court Judiciary	
Transfer a Human Services Specialist to the Department of Human Services	(1.00)
Total Circuit Court	(1.00)
Clerk of the Circuit Court	
Reclassify two Court Assistants to permanent positions	*2.00*
Add a Courtroom Clerk	1.00
Total Circuit Court	3.00
Commonwealth Attorney	
Add an Information Systems Analyst	1.00
Add a Management Analyst responsible for office administration	1.00
Total Commonwealth Attorney	2.00
Sheriff	
Add an Inmate Service Counselor position for the new Behavioral Health Court	1.00
Total Sheriff	1.00
Electoral Board	
Add a temporary Absentee Voting & Operations Coordinator	1.00
Total Electoral Board	1.00
Public Safety Communications & Emergency Management	
Add a Community Resiliency Advocate position	1.00
Total Public Safety Communications & Emergency Management	1.00
Police	
Add five Traffic Control Officers and a Traffic Control Supervisor	6.00
Add an Administrative Specialist position to expand the Business Outreach Unit	1.00
Add a Business Systems Analyst position to assist with public safety payroll technology	1.00
Total Police	8.00

	FTE Changes: FY 2020 Adopted to FY 2021 Proposed
Fire	
Add nine Firefighter/EMT I positions for Kelly Day implementation	9.00
Add a Human Resources Administrative Specialist	1.00
Total Fire	9.00
Department of Environmental Services (DES)	
Add an Engineering Program Coordinator, a Permit Coordinator, and a Design Engineer	*3.00*
Transfer in of three limited-term permit counter positions from the CPHD Development Fund	3.00
Add a Traffic Engineer to suppor the Customer Care and Communications Center	1.00
Add a Traffic Engineer and a Streetlight Technician to support the Streetlight Program, partially funded by capital projects	2.00
Add a Facilities Planner Architect, partially funded by capital projects	1.00
Add a Building Engineer for the Lubber Run Community Center	1.00
Total Department of Environmental Services	11.00
Department of Human Services (DHS)	
Add a Human Services Specialist	1.00
Add two Clinic Aides	2.00
Add four Mental Health Therapists	4.00
Add an Administrative Tech 1	1.00
Add partial FTEs for Administrative Assistance (0.25), a Management Specialist (0.25), a Human Services Clinician II (0.25), and a Facilities Mechanic (0.25)	1.00
Add a Human Services Clinician II	1.00
Add a Case Manager for the Transition-Aged-Youth pilot program	1.00
Add a Case Manager for Permanent Supportive Housing	1.00
Add a housing locator for Permanent Supportive Housing	1.00
Add a Developmental Disability Specialist II	1.00
Replacement of one-time funding with ongoing for the Youth Mental Health Therapist II	-
Technical adjustments to temporary FTEs	(0.25)
Total Department of Human Services	13.75
Libraries	
Add a Children's Librarian for the expanded Courthouse Library	1.00
Total Libraries	1.00
Economic Development	
Restoration of ongoing funding for the Scenic Studio Manager and the Facilities Manager	-
Elimination of the vacant Facility Technical Services Director position	(1.00)
Total Economic Development	(1.00)
Community Planning, Housing and Development	
Add a Principal Planner in Comprehensive Planning	1.00
Increase a 0.5 FTE Associate Planner to a 1.0 FTE in Comprehensive Planning	0.50
Add a Principal Planner in the Housing Division	1.00
Total Community Development, Housing and Development	2.50

	FTE Changes: FY 2020 Adopted to FY 2021 Proposed
Parks and Recreation	
Add a Principal Planner and Associate Planner	*2.00*
Add one Community Engagement position funded partially with reallocated funds	1.00
Add an Urban Forester	1.00
Add staff for the new Lubber Run Community Center	6.18
Add staff for the new Long Bridge Aquatics & Fitness Center	39.40
Conversion of temporary community center positions to permanent positions	15.62
Reallocate funding to create two new Roving Monitor positions	2.00
Technical correction of FTEs based on staff hours	(0.01)
Increasing temporary employees in various revenue producing programs	0.69
Addition of 1.0 FTE in Conservation and Interpretation by reallocating temporary FTEs (1.46)	(0.46)
Total Parks and Recreation	67.42
NET POSITION CHANGES: GENERAL FUND	**127.67**
OTHER FUNDS	
Stormwater	
Add two Stormwater Inspectors	2.00
Add a Senior Program Manager to manage and oversee maintenance capital and storm drainage improvements	1.00
Total Stormwater	3.00
Utilities Fund	
Add a Human Resources Administrative Specialist for training support	1.00
Total Utilities Fund	1.00
CPHD Development Fund	
Add an Associate Planner	*1.00*
Add a Customer Experience Manager	*1.00*
Add a Receptionist (partially funded by DES General Fund)	1.00
Add a Zoning Technician	1.00
Add a limited term Human Resources Training Specialist (1.0) and a limited term Human Resources Specialist (0.5)	1.50
Add a Mechanical Inspector	1.00
Add an Associate Planner	1.00
Transfer three permit counter positions to DES General Fund	(3.00)
Total CPHD Development Fund	4.50
NET POSITION CHANGES: OTHER FUNDS	**8.50**
NET POSITION CHANGES: ALL FUNDS	**136.17**

Compensation

	ALL FUNDS		GENERAL FUND	
	FY 2021 Proposed	Percent of Total	FY 2021 Proposed	Percent of Total
Pay (Salaries)	$346,734,260	67.45%	$303,396,678	66.81%
Retirement	76,815,872	14.94%	69,143,652	15.23%
FICA	23,830,893	4.64%	20,937,982	4.61%
Health Insurance - Employees	39,765,032	7.74%	34,279,794	7.55%
Health/Life Insurance - Retirees	11,400,000	2.22%	11,400,000	2.51%
Life Insurance - Employees	522,241	0.10%	455,874	0.10%
Commuting & Transportation	2,989,737	0.58%	2,562,132	0.56%
Tuition Reimbursement	325,500	0.06%	325,500	0.07%
Unemployment/Short-Term Disability	280,000	0.05%	280,000	0.06%
Workers Compensation	3,100,000	0.60%	3,100,000	0.68%
Transfer to OPEB Trust Fund	7,000,000	1.36%	7,000,000	1.54%
Miscellaneous	1,263,700	0.25%	1,220,016	0.27%
Total	**$514,027,235**	**100%**	**$454,101,628**	**100%**

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

Pay Enhancements – FY 2004 to FY 2021

The following provides a history of key pay enhancements.

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2021	1% MPA for uniform public safety employees hired prior to June 23, 2018	▪ 5.0% increase to the minimum and maximum of each pay range for General and Public Safety employees ▪ 5.5% increase to the minimum of pay range for entry level Sheriff uniform employees ▪ Increased public safety compensation in Fire, Police and Sheriff by 5.5% ▪ Increases to County Board salaries to meet the authorized salary levels for the Board as adopted in 2019 over a three-year period ▪ Increased shift differential from $0.75/hour to $1.00/hour for B shift and from $1.00/hour to $1.30/hour for C shift ▪ Fire medic premium increased from $0.87/hour to $1.37/hour for Intermediate Certification (EMT-I) and from $1.73/hour to $2.48/hour for Paramedic Certification (EMT-P) ▪ Increased paid parental leave from 4 to 6 weeks ▪ Increase dependent care match from $500 to $1,000 ▪ Increased monthly transit subsidy for commuters from $180 to $225 ▪ Increased vacation leave accrual for new/recent hires from 13 days to 16.25 days ▪ Add a one-time Election Day holiday ▪ Eliminate Presidents Day holiday and add a floating holiday ▪ Introduction of a Consumer Driven Health Plan
FY 2020	None	▪ Merit increases included ▪ 2.0% increase to the minimum and maximum of each pay range ▪ Increased public safety compensation in Fire, Police and Sheriff by 5.5% as part of the continued implementation of the maintenance study completed in FY 2018. ▪ Expansion of dental plan options ▪ Introduction of a voluntary, employee paid, long term disability insurance plan

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2019	None	▪ Merit increases included ▪ 1.0% increase to the minimum and maximum of each grade/range ▪ Increased public safety compensation in Fire, Police and Sheriff as part of the first-year of a five-year classification and maintenance study for all job classes in the County. ▪ Lowest base pay rate / living wage increasing to $15.00/hour from $14.50/hour for all permanent and temporary employees, excluding student assistants ▪ Added Adoption Assistance ($5,000/child) ▪ Increased volunteer leave from 4 hours to 8 hours ▪ Increased location pay from $80/month to $110/month for uniformed Sheriff and Police positions
FY 2018	None	▪ Merit increases included ▪ Increasing Transit Subsidy by $50 per month ▪ Implementing a Dependent Care Flexible Spending Account (FSA) employer match of $500 per employee
FY 2017	None	▪ Merit increases included ▪ 1.75% increase to the maximum of each grade/range and implementation of open pay ranges ▪ Lowest base pay rate increasing to $14.50/hour from $13.13/hour for all permanent employees ▪ Eliminating steps 2 & 3 ▪ Implementing a Commercial Driver's License (CDL) bonus program ▪ Increasing New Parent Leave from 2 weeks to 4 weeks
FY 2016	None	▪ Merit/step increases included
FY 2015	1.00% for Step 19 employees	▪ Merit/step increases included ▪ Added extra Christmas and New Year's holidays, CY 2014 only, due to timing of the holidays
FY 2014	None	▪ Merit/step increases included ▪ Eliminate 1 County Holiday (Columbus Day)
FY 2013	None	▪ Added Step 19, dropped Step 1 ▪ Added Christmas Eve and New Year's Eve holidays, CY 2012 only, due to timing of the holidays ▪ Merit/step increases included ▪ Living wage increased to $13.13 per hour
FY 2012	None	▪ 1% One-time lump sum payment for employees at step 18 ▪ Merit/step increases included

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2011	None	▪ Merit/step increases restored ▪ 2% one-time lump sum payment for employees at step 18 ▪ Increased County-provided life insurance to one times salary, eliminating $50,000 cap ▪ One-day furlough for all employees [NOTE: the furlough day was cancelled through the use of FY 2010 one-time carryover funds]
FY 2010 Mid-Year	1.00%	▪ As part of FY 2009 close-out, County Board approved a 1% MPA effective January 1, 2010 and added for calendar year 2009 only Christmas Eve and New Year's Eve holidays
FY 2010 Adopted	None	▪ No merit/step increases ▪ $500 one-time bonus
FY 2009	None	▪ Increased retirement multiplier (defined benefit) for both general and uniformed employees (from 1.5% to 1.7% retroactively for general employees, and from tiered plan to 2.5% retroactively and 2.7% prospectively for uniformed) ▪ For general employees, increased employer's 401(a) contribution to 4.2%; eliminated 401(a) contribution for Public Safety ▪ Established concept of flex credits for benefits ("cafeteria plan") – applying to health and dental insurance for FY 2009 ▪ Living wage increased to $12.75 per hour
FY 2008	1.50%	▪ Added Christmas Eve and New Year's Eve holidays (calendar 2007 only – Monday holidays)
FY 2007	2.00%	▪ Targeted market rate adjustments, promotional opportunities and career ladders for public safety ranks ▪ Location pay stipends ▪ Living wage increased to $11.80 per hour
FY 2006	2.00%	▪ Overtime based on total hours, including leave ▪ Living wage set at $11.20 per hour
FY 2005	2.00%	▪ Additional step (18) added to pay plan
FY 2004	1.00%	▪ Additional 1% lump sum payment in addition to the 1% COLA/MPA ▪ Increased pay scale for Firefighters ▪ Living wage adopted, set at $10.98 ▪ Reduced employee retirement contribution one percentage point (from 5% to 4% for general employees, and 6% to 5% for uniformed)

Retirement Plans and County Contribution Rates

Employer Contribution Rates – FY 2021 Proposed Budget		
Plan	**Employee Type**	**County Contribution Rate**
Defined Benefit	General Employees	14.6% of pay
	Uniformed Employees	38.4% of pay
Defined Contribution (Chapter 46 only)	General Employees	4.2% of base pay only
	Uniformed Employees	None
Deferred Compensation Employer Match	Chapter 46 Employees	Up to \$20/pay (\$520/year)
	Chapter 21 Employees	Up to \$10/pay (\$260/year)

NOTES:
Chapter 21 employees were hired before 2/8/1981
Chapter 46 employees were hired on or after 2/8/1981

Defined Benefit Plan – Funding History
Percent of Salary Contributed to Retirement Plan

Fiscal Year	General Employees		Uniformed Employees	
	County Contribution	Employee Contribution	County Contribution	Employee Contribution
FY 2021	14.6%	4%	38.4%	7.5%
FY 2020	15.1%	4%	38.7%	7.5%
FY 2019	15.0%	4%	38.1%	7.5%
FY 2018	14.9%	4%	37.9%	7.5%
FY 2017	14.4%	4%	35.9%	7.5%
FY 2016	15.9%	4%	37.8%	7.5%
FY 2015, revised	17.9%	4%	39.7%	7.5%
FY 2014	16.6%	4%	38.4%	7.5%
FY 2013	14.6%	4%	36.4%	7.5%
FY 2012	14.6%	4%	36.5%	7.5%
FY 2011	14.4%	4%	35.5%	7.5%
FY 2010	13.8%	4%	35.1%	7.5%
FY 2009 (effective 1/1/09)	13.8%	4%	35.1%	7.5%
FY 2008	9.8%	4%	19.4%	5%
FY 2007	8.3%	4%	16.3%	5%
FY 2006	6.4%	4%	13.6%	5%
FY 2005	4.9%	4%	10.5%	5%
FY 2004	3.5%	4%	7.2%	5%

NOTE: In all fiscal years through December 2008 the contribution amount was calculated against gross salary. Effective January, 2009 overtime and premiums are excluded for Chapter 46 employees.

Defined Contribution Plan (Chapter 46 ONLY) – Funding History Percent of Base Pay Contributed to Retirement Plan				
Fiscal Year	General Employees		Uniformed Employees	
	County Contribution	Employee Contribution	County Contribution	Employee Contribution
FY 2010 through FY 2020	4.2%	-	-	-
FY 2009 (as of 1/1/09)	4.2%	-	-	-
FY 2003 through FY 2008	2%	-	1%	-

Employee Health Insurance

- Plans include a 2.5% increase to the overall health and dental insurance budget. Actual premiums increases will vary by plan.
- Consumer-Driven Health Plan: As part of its commitment to offer more choice to employees, the County will implement a Consumer-Driven Health Plan (CDHP) with a Health Savings Account (HSA) in FY 2021. A CDHP has lower premiums thereby offering a more affordable choice for our employees. The CDHP is paired with an HSA, a tax-advantaged savings plan for health expenses. The CDHP has a high deductible that the employee must meet before the insurance plan provides coverage. This can be accomplished using the HSA that is funded by both employee and County dollars. Experience shows that employees use these spending account dollars wisely and these plans often lead to decreased expenses for all. Unused HSA dollars roll forward for future use. All of our regional peers have already implemented a CDHP.

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REVENUES

OVERVIEW

Fiscal Year (FY) 2021 revenues reflect stable growth in the Northern Virginia economy. Arlington's proximity to the nation's capital, balanced economy, smart growth planning, and highly-educated workforce help produce Arlington's positive revenues. Northern Virginia and Arlington's solid real estate markets and growing business sectors are the foundation for incremental growth in the County's major revenue streams.

Real estate tax revenues make up 58 percent of all General Fund revenues. In Calendar Year (CY) 2020, the County expects measured revenue growth from real estate taxes, driven by a 4.6 percent increase in Arlington's property values.

Arlington's residential property tax base grew 4.3 percent, demonstrating the continued attractiveness of our community. New construction represented 0.1 percentage points of the overall residential growth. Detached home and townhome assessments increased by 4.6 percent while condominium assessments increased by 3.5 percent. The average value of existing residential properties, including condominiums, townhouses, and detached homes, increased from $658,600 in CY 2019 to $686,300 in CY 2020, an increase of 4.2 percent.

Commercial property assessments increased by 4.9 percent over the previous year with the general commercial, apartment, and office segments all increasing in value. Apartment values grew 8.9 percent and general commercial properties increased by 1.8 percent. Office property assessments maintained their measured growth, increasing 2.5 percent over the previous year mainly due to a gradually declining office vacancy rate and continued demand for rental properties. New construction, largely in apartments, contributed 1.5 percentage points to the overall commercial growth. Growth was partially offset by lower hotel assessed values which were down 1.7 percent from the previous year.

Meanwhile, other revenue streams are experiencing a variety of changes. Local taxes other than real estate are expected to increase, 4.4 percent in the aggregate. Local fees and fines are expected to increase along with interest revenue reflecting the rising interest rate environment and recent gains in interest earnings. Charges for services are up by 2.8 percent. Revenue from the Commonwealth is up 4.9 percent while funds from the federal government are expected to be fairly flat.

General Fund Revenues

Excluding fund balance, General Fund revenues for FY 2021 are forecast to be $1,374,192,574, an increase of 4.5 percent over the FY 2020 adopted budget levels. This change reflects the increase in the assessment base, increases in a variety of other fines and fees, and growth in all other tax revenue combined. Total General Fund revenues including fund balance total $1,396,171,514.

Modest Gains in Local Tax Revenues

For the FY 2021 proposed budget, General Fund tax revenues are forecast to increase by 4.6 percent. This gain is driven primarily by overall real estate assessment increases of 4.6 percent.

Other taxes combined are forecast to increase 4.4 percent in FY 2021. Personal property tax (including business tangible tax) is up 2.7 percent and sales tax is up 6.3 percent while transient occupancy tax is expected to be flat reflecting recent actuals in FY 2020. Business, Professional and Occupational License Tax (BPOL) is projected to increase 8.5 percent.

State and Federal Budget Adjustments

FY 2021 revenue from the Commonwealth is expected to be up 4.9 percent while federal government revenues are expected to be up 0.5 percent. The increase in the Commonwealth revenue can be attributed to additional funding for commuter assistance and mental health grants and increases in Northern Virginia Transportation Commission and Compensation Board funding. These increases are offset by a reduction to social services grants.

The slight increase in federal funds is primarily driven by an increase in social service grants.

Staff is monitoring the continued development of the state budget as well as any federal government actions that might impact the County's budget.

Real Estate Tax Rate Remains among the Lowest in Northern Virginia

The FY 2021 proposed budget reflects a CY 2020 real estate tax rate of $1.026, which includes the current base rate of $1.013 and the County-wide sanitary district rate of $0.013 for stormwater management. Arlington will continue to have one of the lowest real estate tax rates in the Northern Virginia region, maintaining its history of providing excellent value. Because of assessment growth, the average homeowner will pay $284 more in real estate taxes in CY 2020 than in CY 2019 at existing rates, an increase of 4.2 percent.

Revenue Sharing with Arlington Public Schools (APS)

The FY 2021 proposed transfer to APS at existing tax rates is $546,265,689 in ongoing FY 2021 local tax revenues – a $23.8 million increase over the FY 2020 adopted budget. These funds are generated from a 47.0 percent share of ongoing local tax revenues.

In addition, the Schools will receive $3.7 million in one-time funding from the increase in assessments. Total proposed School funding for FY 2021 at the proposed tax rate is $550,005,390.

Comparison between Budgeted Revenues and Expenditures

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

Fiscal Outlook

Arlington continues to economically surpass much of the region and the nation. Arlington's unemployment rate remains the lowest in the Commonwealth. The County's per capita income remains among the highest in the state. Home prices continue to have measured growth and the commercial real estate sector is showing signs of positive momentum, including the uptick in the development pipeline coinciding with the Amazon headquarters development in the County. Arlington is poised to begin FY 2021 with steady revenue streams, an overall positive real estate market, and low unemployment levels.

Economic Indicators

	CY 2017	CY 2018	CY 2019
Consumer Price Index (national CPI-U average)	2.1%	1.9%	2.3%
Employment Cost Index (private industry workers)	2.6%	3.0%	2.7%
Unemployment – US / Arlington (December)	4.4% / 2.2%	3.9% / 1.7%	3.7% / 1.6%
Mortgage Rate (annual average – 30 year fixed rate)	3.99% / 0.5 pts.	4.54% / 0.5 pts.	3.94% / 0.5 pts.
Federal Fund Rate (annualized)	1.00%	1.79%	2.16%
Retail Sales (based on 1% of Arlington tax revenue)	$4.2 billion	$4.3 billion	$4.6 billion
Office Vacancy Rate – (including sublets)	18.5%	17.4%	14.8%
Tourism – Hotel Occupancy Rate	77%	75%	75%
Tourism – Average Hotel room rate	$167.42	$163.70	$168.29

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

TAX COMPETITIVENESS

Arlington County continues to have a tax structure that is highly competitive with the region and with the nation. The proposed real estate tax rate for calendar year (CY) 2020, which includes a base rate of $1.013 plus a $0.013 stormwater tax, is one of the lowest in the Northern Virginia region. Charts comparing current (CY 2019) tax rates and tax bills for various Northern Virginia jurisdictions can be found later in this section.

FINANCIAL STANDING

Arlington is one of approximately 48 counties in the United States to be awarded a triple Aaa/AAA/AAA credit rating. In June 2019, the three primary rating agencies all reaffirmed the highest credit rating attainable for jurisdictions. Ratings issued by Fitch, Inc. (AAA), Moody's Investors Service (Aaa), and Standard & Poor's (AAA) validate that Arlington's financial position is outstanding, and it reflects the strong debt position, stable tax base, and sound financial position.

TAX RATES, USER CHARGES, AND PERMIT FEE CHANGES FOR FY 2021

The following proposed changes for FY 2021 are reflected in total revenue amounts.

General Fund

In the General Fund, changes in revenue are reflected in the department narratives and the General Fund total revenues. The FY 2021 proposed budget includes the following:

- In line with County Board guidance, a proposed CY 2020 base real estate tax rate of $1.013 per $100 of assessed value, no change over the adopted CY 2019 base real estate tax rate.
- In Arlington Economic Development (AED), an increase to the Scenic Studio use fee.
- In the Department of Community Planning, Housing, and Development (CPHD) and the Department of Environmental Services (DES), a 2.5 percent inflationary increase to development services fees including site plan fees.
- In DES, an increase in the household solid waste rate from $306.00 to $319.03 per year.
- In the Department of Human Services (DHS), new fees for new course offerings from the Arlington Employment Center related to childcare and computer training and certifications.
- In DHS, new fees for newly offered certified vital event (eg. birth, death, marriage, divorce) certificates.
- In the Department of Libraries, elimination of overdue fees to make the collections more accessible to all library users.
- In the Police Department, new fees for residential alarm registrations, decreased fees for commercial alarm registrations, and increased fees for false alarms.
- In the Department of Parks and Recreation (DPR), new fees associated with the offerings from the anticipated opening of Long Bridge Aquatics & Fitness Center in addition to nature summer camps extended day options, adult 3-verses-3 basketball tournaments, and lifeguard classes.
- In DPR, fee adjustments to more accurately reflect costs and DPR fee policy. These changes include fee adjustments for aquatics and gymnastics teams, creative arts programs, summer camps, youth sports leagues, and outdoor facility rentals.

Stormwater Fund

- The FY 2021 proposed budget maintains the sanitary district tax for stormwater at $0.013 per $100 of assessed value to manage and improve the County’s stormwater system.

Utilities Fund

- The FY 2021 proposed budget includes a water/sewer rate of $14.20 per thousand gallons. The proposed rate represents an increase of $0.40 per thousand gallons, or 2.9 percent, above the current rate. At the new rate, the average single-family house will pay $24 more per year for water and sewer service based on an estimated household consumption of 60,000 gallons of water per year.

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

- The FY 2021 proposed budget funds the Crystal City, Potomac Yard, and Pentagon City TIF area using CY 2011 district assessments as the base year for valuation. Funding in FY 2021 is 25 percent of the incremental tax payment generated by the projected assessment tax base increase for properties in the defined Crystal City, Potomac Yard, and Pentagon City area. Total FY 2021 revenue for the TIF is projected to be $6.2 million.

Columbia Pike Tax Increment Financing (TIF) Fund

- In the FY 2018 adopted budget, the Columbia Pike TIF baseline assessed value was reset by the County Board from CY 2014 to CY 2018. Funding for FY 2021 is expected to total $1.1 million.

Ballston Quarter Tax Increment Financing (TIF) Fund

- The FY 2021 proposed budget reflects the CY 2020 assessed values in the TIF district compared to the 2015 base year. Funding in an amount up to 65 percent of the incremental real property, sales and use, and meals tax revenues will be transferred to the trustee for the Ballston Quarter Community Development Authority (CDA) to fund the project stabilization fund as part of the Ballston Quarter CDA Series 2016A and Series 2016B bond issuance. Funding for FY 2021 totals $2.9 million.

Transportation Capital Fund

- The FY 2021 proposed budget maintains the tax rate for the Transportation Capital Fund at $0.125 for each $100 of real estate assessed value to fund major transportation infrastructure projects. This tax rate is in addition to the real estate tax rate and is assessed to commercially zoned properties in Arlington. Total FY 2021 real estate tax revenue for the Transportation Capital Fund is projected to be $26.9 million in addition to $8.7 million of Northern Virginia Transportation Authority (NVTA) local share funding.

Special Assessment District Funds

- The Ballston Business Improvement Service District CY 2020 tax rate remains at $.045 for each $100 of real estate assessed value, no change from the CY 2019 tax rate. This tax is imposed to fund additional services in the Ballston area. This service district tax rate is in addition to the real estate tax rate and is assessed to commercially zoned properties in the District.
- The Crystal City Business Improvement Service District CY 2020 tax rate remains at $0.043 for each $100 of real estate assessed value, no change from the CY 2019 rate. This tax is imposed to fund additional services in the downtown Crystal City area. This service district tax rate is in addition to the real estate tax rate.
- The Rosslyn Business Improvement Service District CY 2020 tax rate remains at $0.078 for each $100 of real estate assessed value, no change from CY 2019 rate. This tax is imposed to fund additional services in the downtown Rosslyn area. This service district tax rate is in addition to the real estate tax rate.

CPHD Development Fund

- The FY 2021 proposed budget includes a 2.5 percent inflationary increase to all Development Fund fees in addition to changes to building permit fees, new fees for home occupation permits, and increased fees for sign permit fees to more accurately reflect and recover costs.

GENERAL FUND REVENUE SUMMARY

The FY 2021 General Fund budget is financed by a variety of revenue sources, which include local taxes, service charges, fees, and state and federal revenue.

- General Fund revenues total $1.40 billion, an increase of $39.9 million (2.9 percent) over the adopted FY 2020 budget. Net of fund balance, General Fund revenues are projected to total $1.37 billion, an increase of $59.1 million (4.5 percent).

- Local tax revenues are projected to total $1,162,267,423, an increase of $50.6 million (4.6 percent) over the FY 2020 adopted budget.
  - Local taxes represent 85 percent of total General Fund revenue.
  - Real estate assessments are up 4.6 percent over last year.
  - In line with County Board guidance, the proposed real estate tax rate has not changed compared to the FY 2020 adopted level of $1.013 per $100 of assessed value.

- License, Permits, and Fee revenue is projected to total $14.3 million, a 15.7 percent increase over FY 2020 adopted budget levels. This increase is primarily due to anticipated site plan fee revenue associated with the increase in the development pipeline expected to coincide with the Amazon headquarters development.

- Fines and parking tickets are estimated to generate $7.7 million, a 7.3 percent increase, primarily due to an increase in parking ticket revenue and false alarm fines.

- Interest income is forecast at $10 million, an increase of 30 percent from FY 2020 to better reflect actual FY 2019 revenue and anticipated returns in FY 2020.

- Charges for services revenue is projected to total $66.0 million, an increase of 2.8 percent from FY 2020.

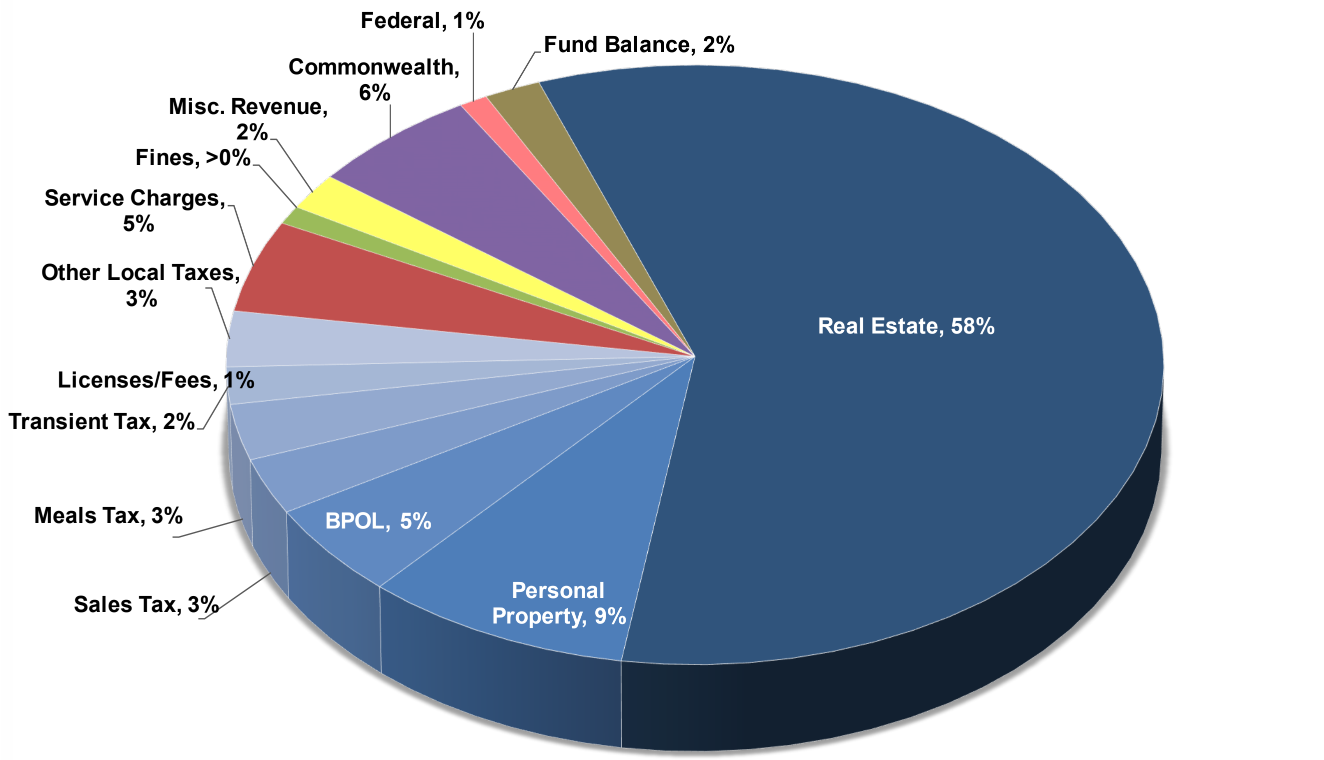
- State revenue is estimated to total $79.7 million, a 4.9 percent increase from the FY 2020 adopted budget.

- Federal Government revenue is forecast to total $16.1 million, a 0.5 percent increase from the FY 2020 adopted budget.

- Previous year fund balance carryover totals $22.0 million funded by a combination of additional revenue and expense savings identified from previous fiscal years.

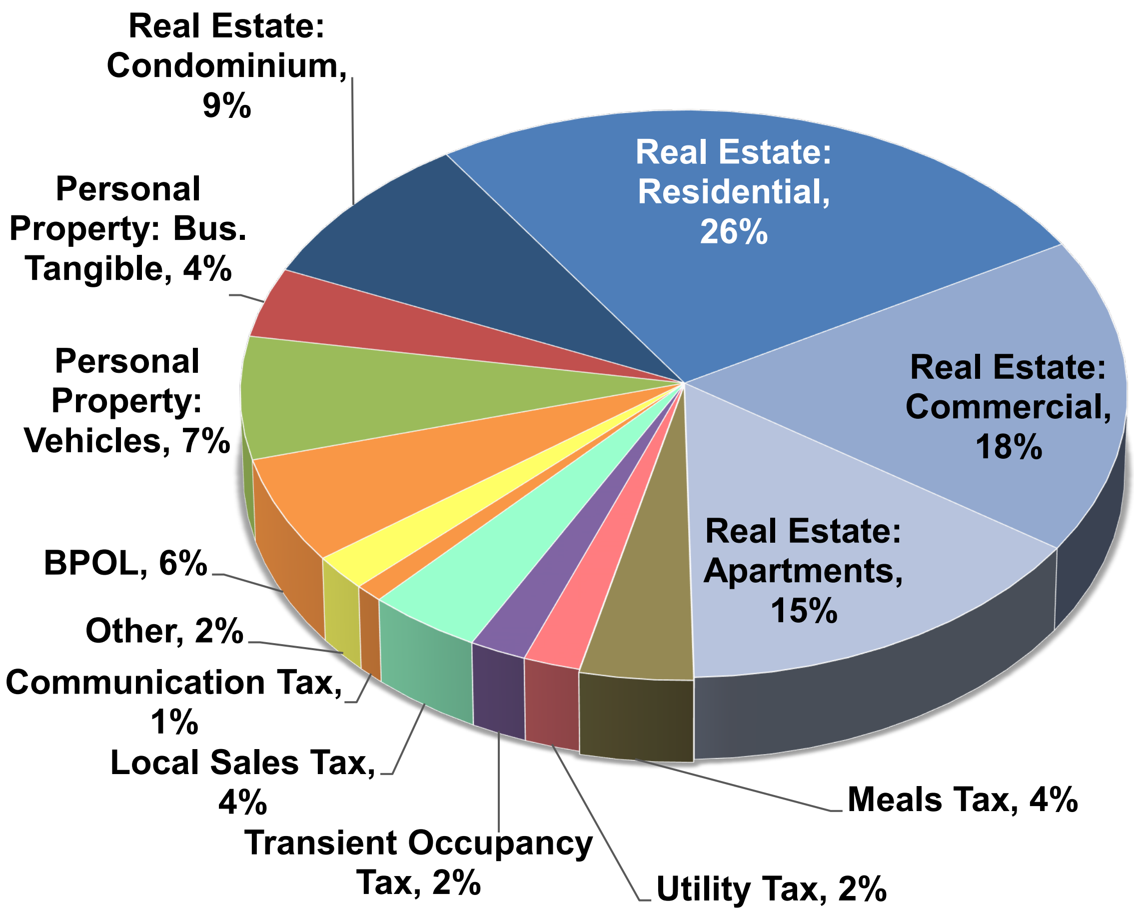
The pie chart on the next page illustrates the major sources of General Fund revenues.

FY 2021 General Fund Revenues



The pie chart below illustrates the local taxes that the County collects. As demonstrated by the chart, real estate and personal property taxes are the largest tax categories. Together, they account for almost 80 percent of local tax revenue. A description of the local taxes and a discussion of the FY 2021 revenue projections follow.

FY 2021 Local Taxes



REAL ESTATE TAX

Real estate taxes are the largest source of County revenues, generating $806.7 million or 58 percent of all revenues for the FY 2021 General Fund budget and 69 percent of all local tax revenues. The FY 2021 General Fund revenues reflect the real estate tax rate of $1.013 for each $100 of assessed real property value, no change from CY 2019.

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

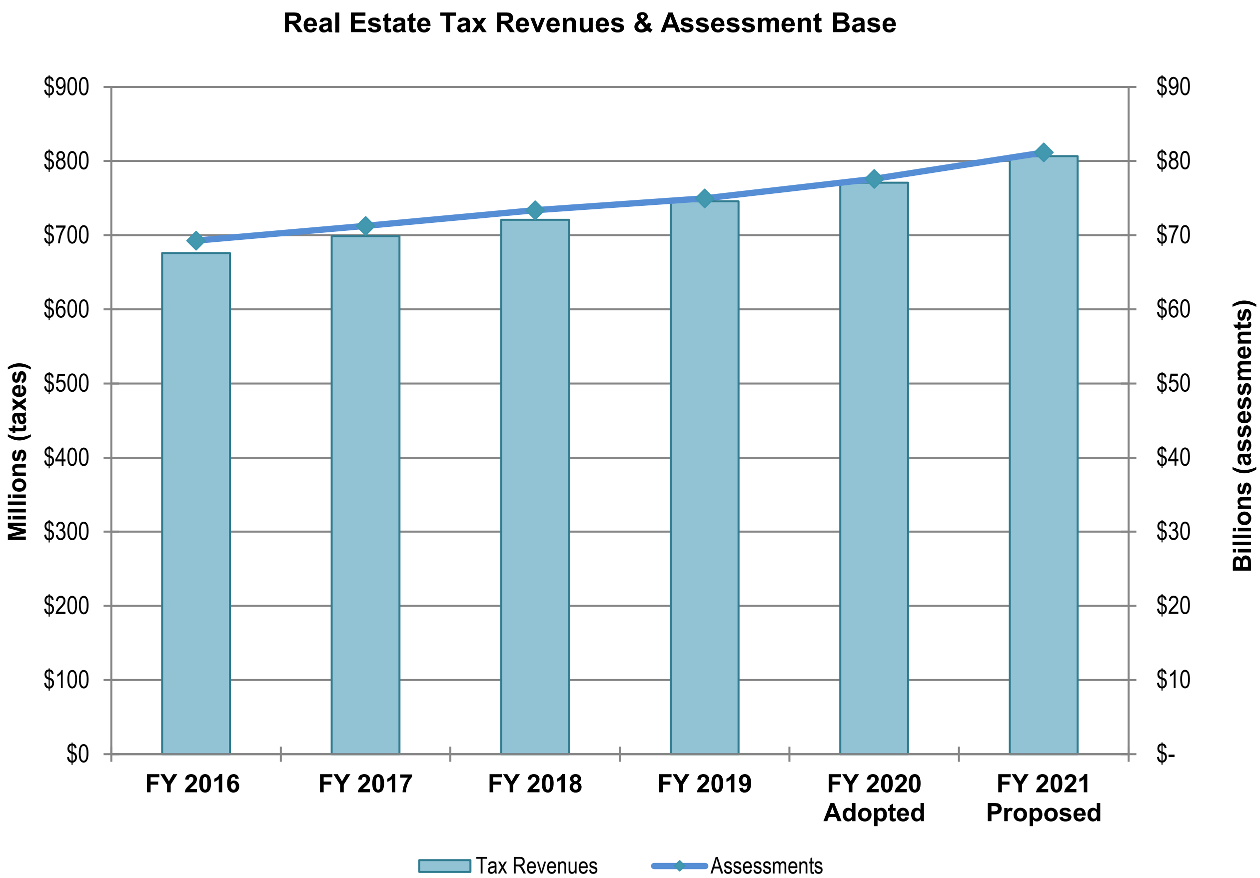
CY 2020 assessments reflected measured growth in property values with an overall increase of 4.6 percent over CY 2019 – driven by growth of both residential and commercial property values. New construction in the County contributed to 0.8 percent of the overall property tax growth.

The combined value of commercial and apartment assessments increased 4.9 percent. Apartment buildings grew by 8.9 percent, which included a 2.8 percent increase from new construction. After decreasing last year, general commercial (malls, retail stores, gas stations, etc.) property assessments increased 1.8 percent. Office property values continued to grow, increasing 2.5 percent due to gradually declining office vacancy rates and Amazon-related leasing activity. Growth was partially offset by hotels, which were down 1.7 percent from the previous year.

CY 2020 residential assessments increased 4.3 percent in the aggregate. Including new construction, single-family houses (including townhomes) increased 4.6 percent, while condominium assessment totals increased by 3.5 percent. The average value of a single-family property increased by 4.2 percent; from $658,600 in CY 2019 to $686,300 in CY 2020. At the existing real estate tax rate of $1.026 per assessed value, which includes the base rate of $1.013 plus the $0.013 sanitary district "stormwater" tax, the average single-family residential tax bill will increase by about $284, or 4.2 percent, in CY 2020.

CHANGE IN ASSESSED VALUE OF REAL ESTATE IN ARLINGTON COUNTY
Calendar Year 2019 to Calendar Year 2020
(In millions, numbers may not add due to rounding)

	Single-Family				
	Houses	Condominium	Apartment	Commercial	Total
Percentage of CY 2019 Tax Base	38%	14%	21%	27%	100%
CY 2019 Tax Base	$29,512	$10,480	$16,574	$21,024	$77,590
Assessed Value Change	$1,309	$367	$1,017	$290	$2,983
CY 2020 Tax Base (Excluding New Growth)	$30,821	$10,847	$17,592	$21,314	$80,573
Percent Change	4.4%	3.5%	6.1%	1.4%	3.8%
New Construction	$36	-	$460	$91	$587
Percent Change	0.1%	-	2.8%	0.4%	0.8%
CY 2020 With New Construction	$30,857	$10,847	$18,052	$21,405	$81,160
Percent Change CY 2019 to CY 2020	4.6%	3.5%	8.9%	1.8%	4.6%



The following table shows the projected General Fund revenue generated by the real estate tax rate of $1.013 per $100 of assessed value (excluding the $0.013 rate for the stormwater fund) in FY 2021. The FY 2021 real estate tax revenues account for $13.7 million in anticipated tax refunds (reflecting 1.7 percent of total real estate taxes in line with the trend of actuals) and $0.7 million in penalty and interest revenue. The $806.7 million in real estate tax revenue is net of $4.3 million in tax relief for qualified elderly and disabled taxpayers, $1.0 million in tax relief for disabled veterans (state exemption effective January 1, 2011), $6.2 million set aside for the Crystal City Tax Increment Financing (TIF) fund, $1.1 million set aside for the Columbia Pike TIF fund, and $1.9 million set aside for the Ballston Quarter TIF. A new exemption from real estate taxes was approved by the state in 2015 effective for tax payments due on or after January 1, 2015. Surviving spouses of members of the armed forces may qualify for an exemption if the residence is single family and their principal residence; the assessed value of the dwelling unit cannot exceed the County's average assessed value.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Real Estate Taxes	$757,180,463	$783,411,860	$819,689,340	5%
Additions, Delinquent Penalty & Interest	688,786	725,000	725,000	-
Tax Refunds	(11,998,096)	(13,100,000)	(13,734,064)	5%
Total	$745,871,153	$771,036,860	$806,680,276	5%

FY 2020 REVISED - REAL ESTATE TAX REVENUES

Description	Percent Change	Assessed Value	Tax Rate*	Tax Levy	Percent Collected	Total for Tax Year	Total for Fiscal Year
REAL ESTATE							
County Property, CY 2018		$74,983,635,100					
Net Change in Assessments	3.5%	2,606,503,100					
County Property as of April 2019		77,590,138,200	$1.013	$785,988,100	99.8%	$784,337,525	
PSC Property in Tax Year 2018		$177,363,100					
PSC Estimated Net Change in Assessments	1.5%	2,624,100					
PSC Property in Tax Year 2019		$179,987,200	$1.013	$1,823,270	100.0%	$1,823,270	
Total Taxable Base, Fall 2019		$77,770,125,400				$786,160,795	
Taxes Due October 5, 2019							**$393,080,400**
Less Tax Relief for Elderly and Disabled							**(2,100,000)**
Less Tax Relief for Disabled Veterans							**(495,030)**
Less Tax Increment for Crystal City TIF							**(2,771,170)**
Less Tax Increment for Columbia Pike TIF							**(189,070)**
Less Tax Increment for Ballston CDA TIF							**(344,640)**
ESTIMATED REVENUE FOR FY 2020 - FALL 2019							**$387,180,490**
County Property as of April 2019		$77,590,138,200					
Net Change in Assessments	4.6%	3,569,901,000					
County Property as of January 1, 2020		81,160,039,200	$1.013	$822,151,200	99.8%	$820,424,680	
PSC Property in Tax Year 2020 (prior to Fall 2020 adjustment)		$176,265,400	$1.013	$1,785,569	100.0%	$1,785,569	
Total Taxable Base, Spring 2020		$81,336,304,600				$822,210,249	
Taxes Due June 15, 2020							**$411,105,120**
Less Tax Relief for Elderly and Disabled							**(2,142,000)**
Less Tax Relief for Disabled Veterans							**(504,940)**
Less Tax Increment for Crystal City TIF							**(2,879,970)**
Less Tax Increment for Columbia Pike TIF							**(484,260)**
Less Tax Increment for Ballston CDA TIF							**(905,770)**
ESTIMATED REVENUE FOR FY 2019 - SPRING 2020							**$404,188,180**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2020							**$791,368,670**

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

FY 2021 PROPOSED - REAL ESTATE TAX REVENUES

Description	Percent Change	Assessed Value	Tax Rate [1]	Tax Levy	Percent Collected	Total for Tax Year	Total for Fiscal Year
REAL ESTATE							
County Property as of CY 2019 Land Book		$77,590,138,200					
Net Change in Assessments	4.6%	$3,569,901,000					
County Property as of January 1, 2020		$81,160,039,200	$1.013	$822,151,200	99.8%	$820,424,680	
PSC Property in Tax Year 2019		$179,987,200					
PSC Estimated Net Change in Assessments	-2.1%	($3,721,800)					
PSC Property in Tax Year 2020		$176,265,400	$1.013	$1,785,570	100%	$1,785,570	
Total Taxable Base, Fall 2020		$81,336,304,600				$822,210,250	
Taxes Due October 5, 2020							**$411,105,120**
Less Tax Relief for Elderly and Disabled							**(2,142,000)**
Less Tax Relief for Disabled Veterans							**(504,930)**
Less Tax Increment for Crystal City TIF							**(2,879,970)**
Less Tax Increment for Columbia Pike TIF							**(484,260)**
Less Tax Increment for Ballston CDA TIF							**(905,770)**
ESTIMATED REVENUE FOR FY 2021 - FALL 2020							**$404,188,190**
County Property as of January 1, 2020		$81,160,039,200					
Net Change in Assessments	2.9%	$2,365,394,833					
County Property as of January 1, 2021		$83,525,434,033	$1.013	$846,112,650	99.8%	$844,335,810	
PSC Property in Tax Year 2020 (prior to Fall 2020 adjustment)		$176,265,400					
PSC Estimated Net Change in Assessments		$5,137,224					
PSC Property in Tax Year 2021		$181,402,624	$1.013	$1,837,610	100%	$1,837,610	
Total Taxable Base, Spring 2021		$83,706,836,657				$846,173,420	
Taxes Due June 15, 2021							**$423,086,710**
Less Tax Relief for Elderly and Disabled							**(2,184,840)**
Less Tax Relief for Disabled Veterans							**(515,030)**
Less Tax Increment for Crystal City TIF							**(3,322,250)**
Less Tax Increment for Columbia Pike TIF							**(610,410)**
Less Tax Increment for Ballston CDA TIF							**(948,550)**
ESTIMATED REVENUE FOR FY 2021 - SPRING 2021							**$415,505,630**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2021							**$819,693,820**

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

PERSONAL PROPERTY TAX

This tax is levied on the tangible property of individuals and businesses. For individuals, personal property tax is primarily assessed on automobiles. For businesses, examples of tangible property include machines, furniture, computer equipment, fixtures, and tools. Personal property taxes are projected to generate nine percent of the General Fund revenues in FY 2021.

It is anticipated that the County's personal property tax revenues will increase to $122.3 million in FY 2021. Both business tangible property tax and motor vehicle property tax are expected to increase, reflecting trends in actuals.

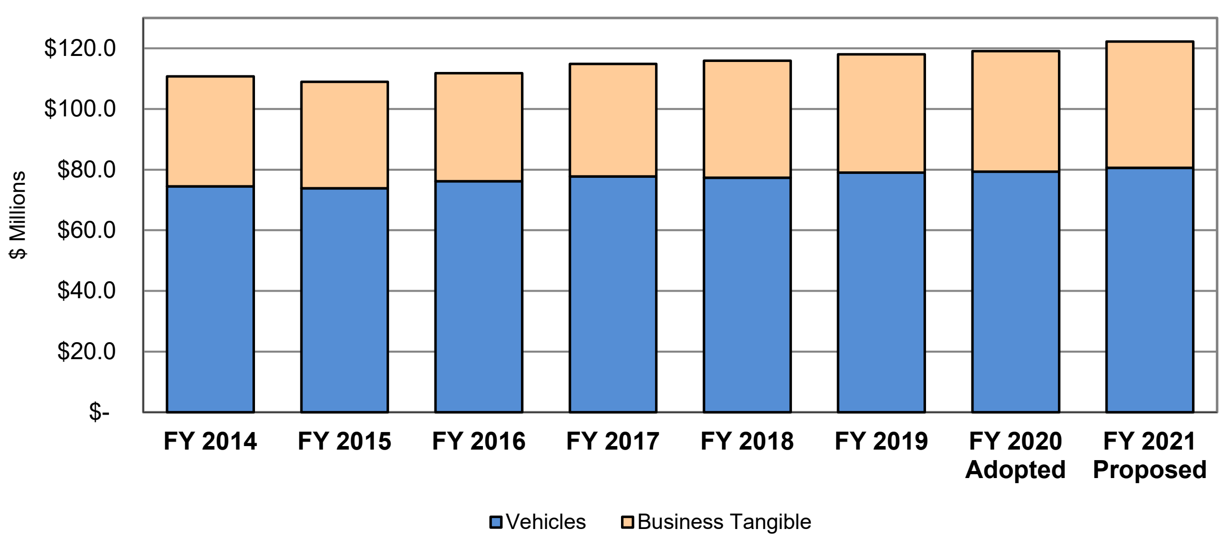
FY 2021 motor vehicle personal property tax revenue is projected to increase by 1.5 percent over FY 2020 adopted amounts. The County bases its vehicle assessments on the National Automobile Dealer's Association's (NADA) assessment figures from January. However, the precise value of the assessment base is not known until July when the Commissioner of Revenue completes its primary assessment of vehicles on the tax rolls. Business tangible tax assessments are expected to increase by 5.0 percent in FY 2021.

The personal property tax rate remains unchanged for FY 2021. The personal property tax rate was last increased in CY 2006 from $4.40 to $5.00 per $100 of assessed valuation in order to fund public safety compensation enhancements.

Personal Property and Business Tangible Assessments

The assessed value of personal property in the County (excluding Public Service Corporations) for CY 2019 totaled approximately $2.4 billion. FY 2021 personal property tax revenue is projected to increase by 2.7 percent compared to the FY 2020 adopted levels.

Personal Property Tax Revenue



Vehicle Assessment

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

The CY 2020 estimated average assessed value (average loan value) of vehicles in the County is estimated to be $10,488, up six percent from $9,935 last year. The table shows the ten-year history for average assessed value, tax rate, and average total tax per vehicle.

Calendar Year	Average Assessed Value	Tax Rate	Total Tax
2011	$7,735	$5.00	$387
2012	$8,421	$5.00	$421
2013	$8,842	$5.00	$442
2014	$9,284	$5.00	$464
2015	$9,399	$5.00	$470
2016	$9,493	$5.00	$475
2017	$9,682	$5.00	$484
2018	$10,235	$5.00	$512
2019	$9,935	$5.00	$497
2020 (projected)	$10,488	$5.00	$524

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personal Property Taxes	$118,736,967	$119,852,147	$123,052,147	3%
Penalty & Interest	1,536,163	1,700,000	1,700,000	-
Tax Refunds - Personal Property	(2,278,471)	(2,500,000)	(2,500,000)	-
Total	$117,994,659	$119,052,147	$122,252,147	4%

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

The State requires localities to distribute the fixed block grant to qualifying vehicle values below $20,000. The State allows localities wide discretion in determining how the money should be spread among the qualifying vehicle value range. For CY 2020, the County will provide 100 percent tax relief for assessed vehicle value at or below $3,000. For assessed value between $3,001 and $20,000 for conventional vehicles, it is projected that the taxpayer will pay 72 percent of the tax liability, with the State block grant funds contributing the remaining 28 percent. However, the exact amount of the CY 2020 subsidy on the portion of conventional fuel value between $3,001 and $20,000 will not be known until July 2020, when the Commissioner of Revenue releases vehicle assessment data.

Owners of cars that the Virginia Department of Motor Vehicles has designated as "clean special fuel" vehicles—a designation that includes most hybrid vehicles—will receive 50 percent tax relief on the portion of vehicle value between $3,001 and $20,000. It is estimated that the average clean fuel vehicle in the County will have an assessed value of roughly $13,762 in CY 2020. Thus, under the adopted tax relief formula, the owner of an average clean fuel vehicle would have a tax bill of $269. This CY 2020 bill is $118 less than what the owner of a comparably priced conventional fuel vehicle would pay.

Finally, vehicles equipped to transport disabled persons may qualify for additional tax relief. The FY 2020 proposed budget provides that the owners of qualifying vehicles will receive 50 percent tax relief on the portion of vehicle value between $3,001 and $20,000. It is estimated that there are less than 35 of this type of vehicle owned by individuals and registered in Arlington County. Because additional tax relief is being applied through PPTRA, it does not apply to commercially owned vehicles that have been modified to transport the disabled. With the relatively few vehicles anticipated to qualify for this enhanced tax relief, the impact to the average Arlington tax payer is negligible. If a qualifying, altered vehicle is valued at $14,000, then the vehicle owner is estimated to realize a reduction of $121 in their portion of the personal property tax bill compared to a similarly assessed conventional fuel vehicle.

The tables on the following page illustrate the projected amount of tax that vehicle owners of conventional fuel vehicles, clean fuel vehicles, and vehicles modified to transport the disabled would be responsible for and the portion of the total tax paid by state grant monies in FY 2021, based on preliminary estimates.

CY 2020 State Block Grant Distribution (Based on Current Projections)

		Conventional Vehicles: Tax on first $3,000 of value paid by State at 100%. Tax on value from $3,001 - $20,000 paid by the State at 28%.			Qualified Clean Fuel Vehicles and Qualified Vehicles to Transport the Disabled: Tax on first $3,000 of value paid by State at 100%. Tax on value from $3,001 - $20,000 paid by the State at 50%.		
VEHICLE ASSESSMENT	**TOTAL TAX**	**PORTION PAID BY STATE**	**PORTION PAID BY TAXPAYER**	**% OF TAX BILL PAID BY TAXPAYER**	**PORTION PAID BY STATE**	**PORTION PAID BY TAXPAYER**	**% OF TAX BILL PAID BY TAXPAYER**
$1,000	$50	$50	$0	0%	$50	$0	0%
$2,000	$100	$100	$0	0%	$100	$0	0%
$3,000	$150	$150	$0	0%	$150	$0	0%
$4,000	$200	$164	$36	18%	$175	$25	13%
$5,000	$250	$178	$72	29%	$200	$50	20%
$6,000	$300	$192	$108	36%	$225	$75	25%
$7,000	$350	$206	$144	41%	$250	$100	29%
$8,000	$400	$220	$180	45%	$275	$125	31%
$9,000	$450	$234	$216	48%	$300	$150	33%
$10,000	$500	$248	$252	50%	$325	$175	35%
$11,000	$550	$262	$288	52%	$350	$200	36%
$12,000	$600	$276	$324	54%	$375	$225	38%
$13,000	$650	$290	$360	55%	$400	$250	38%
$14,000	$700	$304	$396	57%	$425	$275	39%
$15,000	$750	$318	$432	58%	$450	$300	40%
$16,000	$800	$332	$468	59%	$475	$325	41%
$17,000	$850	$346	$504	59%	$500	$350	41%
$18,000	$900	$360	$540	60%	$525	$375	42%
$19,000	$950	$374	$576	61%	$550	$400	42%
$20,000	$1,000	$388	$612	61%	$575	$425	43%
$21,000	$1,050	$388	$662	63%	$575	$475	45%

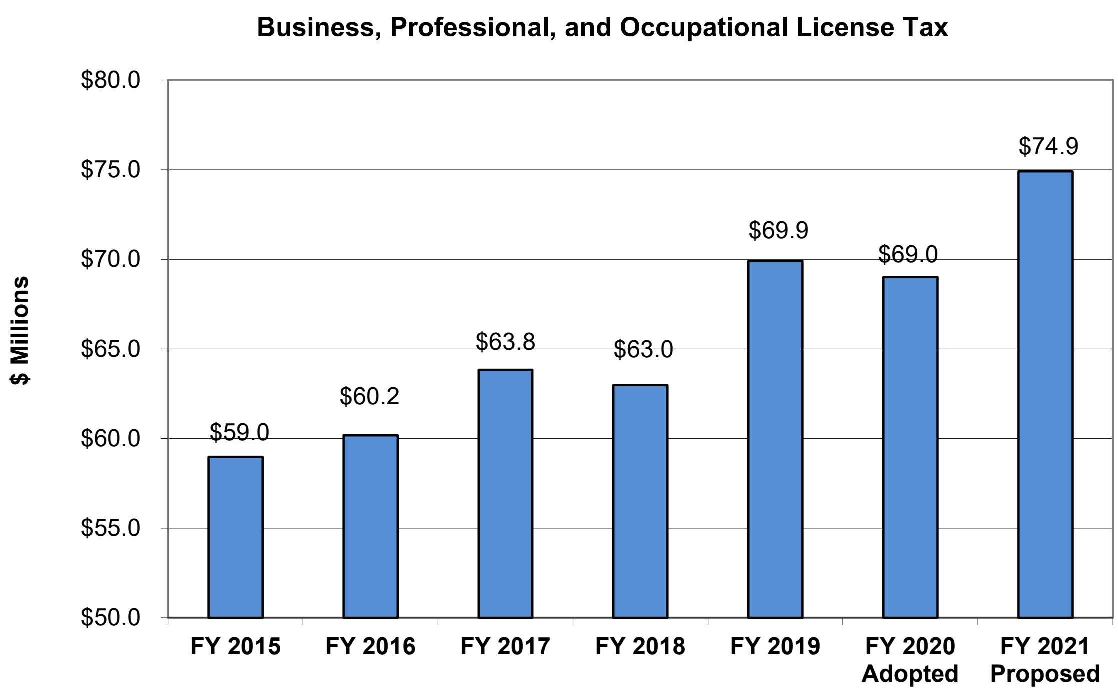
BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE (BPOL) TAX

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

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

For the FY 2021 budget, BPOL revenues are anticipated to increase eight percent due to anticipated growth in revenue based on recent actuals.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
BPOL Taxes	$71,921,455	$71,400,000	$77,240,000	8%
Penalty & Interest	365,756	420,000	420,000	-
Tax Refunds - BPOL	(2,373,344)	(2,800,000)	(2,800,000)	-
Total	$69,913,867	$69,020,000	$74,860,000	8%



LOCAL SALES TAX

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

In Arlington, the total non-food sales tax is currently six percent, of which one percent is a local option tax that is returned to localities by the Commonwealth and supports General Fund expenditures. The sales tax rate on food is currently 2.5 percent, of which one percent is remitted to localities. Food items are defined under the Food Stamp Act of 1977 (7 U.S.C. § 2012) to be food for home consumption by humans. This classification includes most grocery food items and cold prepared foods. Excluded from the definition of food are alcoholic beverages, tobacco, and prepared hot foods sold for immediate consumption. FY 2021 local sales tax revenue is anticipated to increase six percent compared to the FY 2020 adopted budget, reflecting trends in actuals.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Sales Tax	$44,047,335	$44,700,000	$47,500,000	6%

TRANSIENT OCCUPANCY TAX (TOT)

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

A five percent local tax is levied by Arlington on the amount paid for hotel and motel rooms. The FY 2021 TOT projections reflect occupancy rates and room rates and are projected to remain the same as FY 2020.

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Transient Occupancy Tax	$24,623,589	$26,000,000	$26,000,000	-

MEALS TAX

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

The restaurant meals tax was enacted effective June 1, 1991. The tax of four percent is charged on most prepared foods offered for sale. The tax is in addition to the six percent sales tax. Meals taxes have been common in most Virginia cities and a number of Virginia counties for many years. Airline catering services are assessed at a rate of two percent. In FY 2021, meals tax revenue is expected to increase three percent compared to the FY 2020 adopted levels.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Meals Tax	$40,168,158	$40,900,000	$42,310,000	3%

OTHER LOCAL TAXES

The chart below lists other sources of local taxes.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Car Rental	$6,188,708	$6,300,000	$6,300,000	-
Bank Stock	4,125,274	3,700,000	4,250,000	15%
Recordation	5,750,294	5,500,000	6,000,000	9%
Cigarette	2,115,530	2,050,000	1,900,000	-7%
Utility	16,462,272	16,152,000	17,200,000	6%
Short-Term Rental	57,437	50,000	55,000	10%
Wills & Adminstration	58,682	60,000	60,000	-
Consumption	788,931	800,000	800,000	-
Communication	6,460,606	6,300,000	6,100,000	-3%
Total	$42,007,734	$40,912,000	$42,665,000	4%

Car Rental Tax

(State Code Section §58.1-2402)

The local car rental tax is collected by the State and remitted to localities where the rental transaction occurred. Arlington local car rental tax is four percent, which is in addition to the State's tax. In 2005, the State General Assembly increased the State tax portion from four percent to six percent. The revenue increase from the additional two percent tax increase was dedicated to the Virginia Public Building Authority for the Statewide Agencies Radio System. No change is expected in FY 2021 car rental tax revenue.

Bank Stock Tax

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

The bank stock tax is a franchise tax on the net capital gains of banks and trust companies. The tax is assessed at a rate of $0.80 per $100 of capital. FY 2021 bank stock tax total revenue is expected to increase by 15 percent based on recent actual receipts.

Recordation Tax

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

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

The State increased recordation tax from $0.10 to $0.25 per $100 effective September 1, 2004. With the State's legislation change, Arlington's locally imposed recordation tax increased $0.033 to $0.0833 per $100 of transaction value. FY 2021 recordation tax revenue is expected to increase by nine percent over FY 2020 adopted revenue.

Cigarette Tax

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

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

In July 2004, the Arlington County Board adopted an ordinance increasing the local cigarette tax commensurate with the State's rate. Beginning July 1, 2005 (FY 2006), the rate was increased to $0.30 per package of 20 cigarettes. FY 2021 revenues are anticipated to decrease seven percent based on a continued downward trend.

Commercial and Residential Utility Tax

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

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

The current rates for commercial and industrial consumers are $0.00681 /kWh for electricity and $0.06848/CCF for natural gas. Rates were last increased in FY 2019. At these rates, the commercial utility tax is projected to generate $11.2 million in FY 2021.

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

The current tax rate for residential consumers for electricity is $0.0111 /kWh for electricity and $1.0380 /CCF for natural gas, effectively charging all consumers the maximum $3 per month per utility. At these rates, the total revenue projected from the residential utility tax in FY 2021 is $6 million.

Short-term Rental Tax

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

A person is engaged in the short-term rental business if no less than 80 percent of the gross rental receipts of such business in any year arise from transactions involving rental periods between 31 and 92 consecutive days, including all extensions and renewals to the same person or a person affiliated with the lessee. The rate of the tax is one percent on the gross receipts of such business. Total revenues in FY 2021 are expected to increase based on trends in recent actual receipts.

Wills and Administration Tax

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

This tax, which is collected by the Circuit Court Clerk's Office, is imposed on the probate of every will or grant of administration. The tax rate is $0.033 per $100 of estate value. Total revenues in FY 2021 are expected to remain flat based on trends in recent actual receipts.

Consumption Tax

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

The deregulation of electric and gas utilities, enacted during the 1999 and 2000 General Assembly, eliminated the Business, Professional, and Occupational License (BPOL) tax on electric and natural gas companies and created a new tax charged to consumers based on usage. This consumption tax is collected by the utilities and remitted back to localities. Consumption tax revenue is projected to be flat in FY 2021.

Communications Tax

(State Code Section §58.1-651)

Effective January 1, 2007, the State adopted a communications sales tax that is imposed on customers of communication services at the rate of five percent of the sales price of the service. This tax was adopted as part of the 2006 House Bill 568 (Acts of Assembly 2006, Chapter 780) and replaces many of the prior State and local communications taxes and fees with a centrally-administered communications sales and use tax. Communications tax revenue is projected to decrease three percent in FY 2021.

Proposed Repeal of the Partial Exemption for Certain Rehabilitated Residential Real Estate

The Proposed Budget recommends repealing Partial Exemption for Certain Rehabilitated Residential Real Estate. At this time the Manager is recommending that the exemption for owners/developers of multi-family properties be discontinued and that the County Board should consider investing in the County's affordable housing programs instead of providing tax abatements to renovated properties. Repeal of the ordinance will not impact the FY 2021 Budget. Current applications will be allowed to continue to utilize the tax exemption. It is estimated that the collection of otherwise foregone revenue will not be realized until FY 2022 or FY 2023. This is due to the normal delay which occurs from the filing of the application, construction and rehabilitation, and the ultimate assessment and billing for the approved exemption.

Revenue Sharing with Arlington Public Schools (APS)

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

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

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

The table below shows the percentage of local tax revenue that has been allocated to the County and the Schools since FY 2002, the first year that a revenue sharing agreement was in effect.

Fiscal Year	County's Share	School's Share
2002	52.2%	47.8%
2003	51.4%	48.6%
2004	51.4%	48.6%
2005	51.4%	48.6%
2006	51.9%	48.1%
2007	52.3%	47.7%
2008	52.2%	47.8%
2009	51.9%	48.1%
2010	50.9%	49.1%
2011	50.9%	49.1%
2012	53.9%	46.1%
2013	54.2%	45.8%
2014	54.4%	45.6%
2015	54.1%	45.9%
2016	53.5%	46.5%
2017	53.4%	46.6%
2018	53.4%	46.6%
2019	53.4%	46.6%
2020	53.0%	47.0%
2021	53.0%	47.0%

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

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

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

The proposed FY 2021 transfer is $550,005,390. This is a combination of $546,265,689 in ongoing revenue – a 4.6 percent increase over FY 2020 – and $3,739,701 in one-time funding.

LICENSES, PERMITS, AND FEES

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Motor Vehicle License Fees	$4,615,769	$5,000,000	$5,000,000	-
Highway Permits	2,789,558	1,752,840	2,152,500	23%
Site Plan Fees	1,613,149	1,987,263	3,353,289	69%
Right-of-Way Fees	926,679	1,200,000	1,200,000	-
Other	2,205,425	2,442,700	2,625,104	7%
Total	$12,150,580	$12,382,803	$14,330,893	16%

Motor Vehicle License Fees

The annual motor vehicle license fee increased $8 to $33 per vehicle in FY 2011. A portion of the funds generated from this incremental rate increase are dedicated to pedestrian and bike safety PAYG projects. Based on trends in actual recent receipts, motor vehicle license fee revenue is expected to be flat in FY 2021 at $5.0 million.

Highway Permits

Highway permits are charged to contractors and utilities for right-of-way on County streets when necessary for construction projects, underground utilities repairs, and other purposes. For FY 2021, this revenue stream is expected to increase by 23 percent over the FY 2020 adopted budget levels.

Site Plan Fees

Site plan fee revenue is anticipated to be $3.4 million in FY 2021, a 69 percent increase over the FY 2020 adopted budget. Projected growth is primarily due to site plan fee revenue associated with a short-term increase in the new development pipeline expected to coincide with the Amazon headquarters development.

Right-of-Way Fees

Revenues from right-of-way fees are based on the FY 2020 rate imposed by the State at $1.15 line/month. This fee covers the use of highway and street right-of-way by certified providers of telecommunication services and is charged to the ultimate end user. For FY 2021, revenues are projected to be flat over FY 2020.

Other

Other license, permit, and fee revenue comes from rezoning permits, fire system fees, child care permits, and other miscellaneous use permits and fees. In FY 2021, “other” revenues are forecast to increase seven percent driven primarily by the new residential alarm registration fees.

FINES, INTEREST, RENTS

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Fines/Tickets	$7,637,316	$7,155,924	$7,680,824	7%
Interest	23,387,649	7,700,000	10,000,000	30%
Rent & Other Revenue	8,359,116	7,679,342	7,540,679	-2%
Paid Parking	1,119,883	1,128,000	1,133,040	-
Total	$40,503,964	$23,663,266	$26,354,543	11%

Fines/Tickets

This category is comprised of traffic moving violations, parking tickets, photo red light fines, arrest fees, false alarm fines, and civil penalties. For FY 2021, this category is projected to increase seven percent primarily due to increasing PhotoRed fines and false alarm fines.

Interest

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

Rent & Other Revenues

Rentals, sales of surplus property, and lease agreements – including the ground lease rent for land under 2100, 2110, and 2150 Clarendon Boulevard – are included in this revenue category. The County receives payments from JBG Smith (formerly Vornado) for this land and shares in the net profit on the buildings' operations. In FY 2021, revenues are expected to decrease primarily due to the end of a number of lease agreements in the previous fiscal year.

Paid Parking

This revenue is generated by the monthly parking charges in various government buildings. FY 2021 revenue is projected to fairly flat over FY 2020 adopted levels.

CHARGES FOR SERVICES

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Refuse/Recycling Fee	$10,522,409	$10,159,200	$10,614,704	4%
Parking Meters	12,143,185	12,910,000	12,326,853	-5%
Recreation Fees	9,791,694	9,827,181	10,687,638	9%
Ambulance Service Fees	3,571,346	3,800,000	3,850,000	1%
Arlington Transit / Commuter Store	5,956,418	8,093,737	8,040,469	-1%
Indirect Administrative Charges	5,580,323	4,854,162	5,954,051	23%
Mental Health Charges	2,936,613	3,074,412	2,999,877	-2%
Falls Church Reimbursement	4,494,202	4,082,685	4,536,622	11%
Other	7,383,880	7,451,265	7,025,444	-6%
Total	$62,380,070	$64,252,642	$66,035,658	3%

Refuse/Recycling Fee

For FY 2021, revenues for residential collection, disposal, and recycling is expected to increase by four percent based on an increased rate from $306.00 to $319.03 annually.

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

Parking Meters

Parking meter revenue is expected to decrease five percent for FY 2021 based on trends in actual receipts.

Recreation Fees

Recreation fees include charges for summer camp programs, senior adult programs, competitive swimming, recreation classes, membership in County fitness centers, use of the athletic fields, and many other services. Recreation fees are expected to increase nine percent in FY 2021.

Ambulance Service Fees

Ambulance service fee revenue is expected to increase one percent in FY 2021 based on recent actual receipts.

Arlington Transit / Commuter Store

Arlington Transit / Commuter Store revenue includes ART bus fares and business contributions for transportation demand management (TDM) programs. FY 2021 revenues are projected to decrease one percent over FY 2020 adopted levels because ridership has been declining over the last several years.

Indirect Administrative Charges

Indirect administrative charges are reimbursements from the Utilities Fund, the CPHD Development Fund, and the Stormwater Fund for administrative functions (e.g. payroll, technology help desk, accounts payable) performed by County staff on behalf of the fund.

Mental Health Service Charges

The Department of Human Services provides counseling, case management, and psychiatric services to individuals needing mental health, substance abuse, and intellectual/developmental disability support services. Fees for services are paid by individuals receiving services or Medicaid, if applicable. In FY 2021, mental health service charges are decreasing two percent based on recent actuals.

City of Falls Church Reimbursement Revenue

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

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

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

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Circuit Court	$42,878	$48,450	$44,805	-8%
Clerk of the Circuit Court	139,534	131,714	139,750	6%
Community Corrections	15,593	10,529	14,085	34%
General District Court	9,256	9,394	8,574	-9%
Magistrate	2,125	1,469	809	-45%
Juvenile and Domestic Relations Court	308,191	254,277	344,575	36%
Commonwealth's Attorney	172,434	187,680	149,300	-20%
Sheriff	260,350	316,310	325,867	3%
Fire	3,162,837	2,708,556	3,021,950	12%
Emergency Communications Center	369,029	400,000	471,910	18%
Department of Management and Finance	11,976	14,306	14,997	5%
Total	$4,494,202	$4,082,685	$4,536,622	11%

Other

In the "Other" category, revenue decreases are driven primarily by lower Alcohol Safety Action Program (ASAP) entrance fees ($47,018), library fines and fees ($340,000), and courthouse security fee revenue ($300,000), partially offset by an increase in engineering service charges ($173,396).

REVENUE FROM THE COMMONWEALTH

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Highway Aid	$19,720,958	$20,220,300	$20,774,545	3%
Law Enforcement Aid	6,582,500	6,815,000	6,839,220	-
Health Reimbursement	3,366,924	3,320,144	3,382,191	2%
Social Services	3,962,860	4,420,441	4,113,788	-7%
Mental Health/ Intellectual Disability	9,646,166	8,256,661	9,273,556	12%
Sheriff / Detention	7,916,976	7,992,330	8,349,245	4%
Prisoner Expense Reimbursement	834,266	1,250,000	1,250,000	-
Commuter Assistance	6,488,277	5,762,235	6,778,473	18%
Comprehensive Services Act	923,569	1,715,082	1,784,308	4%
Other	16,992,188	16,244,085	17,170,683	6%
Total	$76,434,684	$75,996,278	$79,716,009	5%

Highway Aid

The County receives Highway Aid as a result of Arlington's decision not to join the Commonwealth's secondary road system in 1932. The County assumed maintenance responsibilities for the secondary roads in Arlington and receives State highway aid for that function. These funds are derived primarily from the Commonwealth's collection of new car sales and gasoline taxes, and other vehicle-related fees and taxes. For the FY 2021 budget, highway aid is projected to increase three percent based on an anticipated increase in the reimbursement rate from the state.

Law Enforcement Aid

Law Enforcement Aid is provided to the County to partially fund salaries of law enforcement officers and to provide funds for their training in order to comply with the Code of Virginia Section 9.1-165. Arlington receives a percentage of law enforcement aid ("HB599") funding each year based on population, crime rates, and social service rates. For the FY 2021 budget, the County is projecting law enforcement aid at $6.8 million with a slight increase based on actual reimbursements received.

Health Reimbursement

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

Social Services

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

Mental Health / Intellectual Disability

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

Sheriff / Detention Center

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

Prisoner Expense Reimbursement

The Commonwealth reimburses localities for a portion of the cost to house inmates in local correctional facilities. The County receives a per diem amount ($4/day for inmates held on misdemeanor convictions or felony sentences under one year; $12/day for inmates held for felony convictions exceeding a one-year sentence) for each inmate held.

Commuter Assistance

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

Comprehensive Services Act (CSA)

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

Other

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

REVENUE FROM THE FEDERAL GOVERNMENT

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
WIA / JTPA	$591,199	$615,608	$566,390	-8%
Mental Health	1,578,374	1,683,009	1,752,270	4%
Social Services	10,832,499	10,142,434	10,756,886	6%
Substance Abuse	922,588	761,541	761,541	-
Other	3,724,373	2,864,771	2,308,533	-19%
Total	$17,649,033	$16,067,363	$16,145,620	-

WIA / JTPA

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

Mental Health

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

Social Services

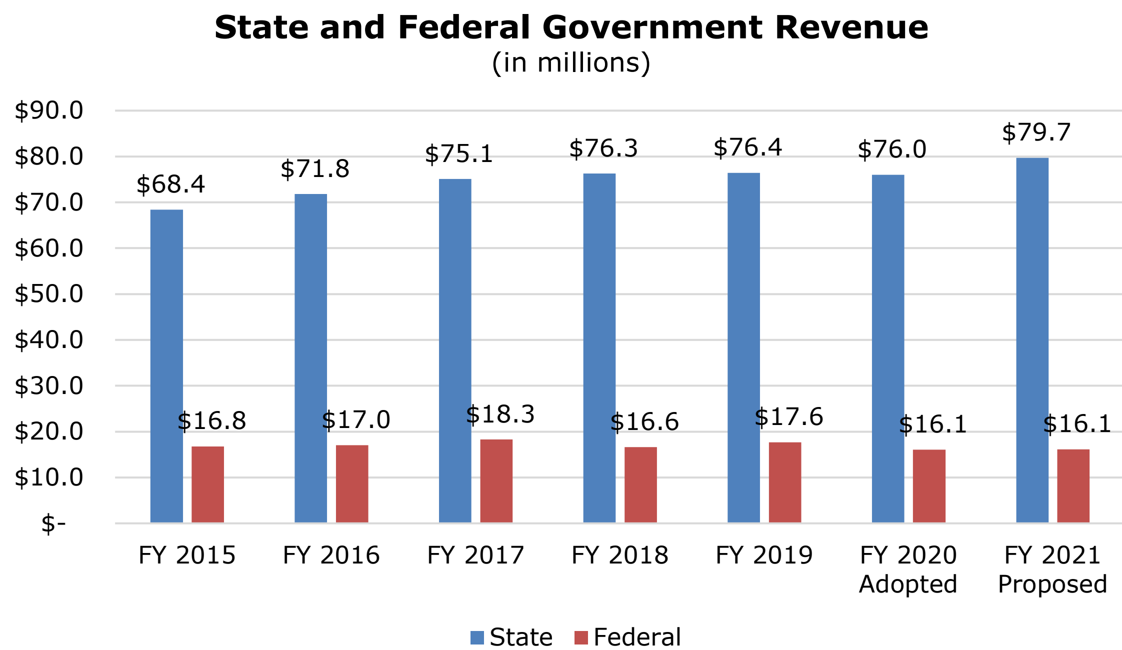
Social services revenue represents the largest single category of General Fund federal funds—accounting for approximately $10.8 million—and is passed through the State's budget to Arlington County. Since some of the federal social service programs are 100 percent reimbursable, revenue will change with changes in caseloads.

Substance Abuse

Federal substance abuse funds are used to prevent adverse social, legal, and medical conditions in individuals resulting from alcohol and drug dependency. Outpatient programs provide assessment, individual and group therapy, alcohol and drug education courses, relapse prevention services, psychological evaluations, urinalysis, and referral to community-based support groups. Residential programs provide individuals with initial assessments, referrals to appropriate programs, support during and after treatment, and connecting to other community resources. In FY 2021, substance abuse funding is flat.

Other

The remaining federal revenue includes grant funding through the Older Americans Act (OAA), emergency management grants, prisoner reimbursements, and other miscellaneous grant and reimbursement funding. The 19 percent decline in other federal funding is driven primarily by a decrease in miscellaneous federal grants ($151,979) and federal emergency management grants ($437,643).



MISCELLANEOUS REVENUE

These include revenue sources that do not fall under any other category and include one-time or pass through funds. Included in these payments is a decrease in revenue from the sale of land and buildings from FY 2020 adopted levels which included an anticipated $4.0 million for the land swap between Virginia Hospital Center and the County. The "Other" category includes revenue to the Department of Human Services for a lease agreement with Cherrydale Nursing Center, the Arlington Employment Center's One Stop Comprehensive Services Team, and loan repayments from Signature Theater.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Sale of Land and Buildings	$2,006,039	$4,015,000	$15,000	-100%
Affordable Housing Investment Fund	9,382,935	-	-	-
Gifts & Donations	-	5,000	5,000	-
Treasurer's Returned Checks	31,203	30,000	30,000	-
Other	2,020,434	1,728,008	1,805,329	4%
Total	$13,440,611	$5,778,008	$1,855,329	-68%

TRANSFERS FROM OTHER FUNDS & PRIOR YEAR FUND BALANCE

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

Funds unspent (under-expenditures or increased revenues) from previous fiscal years have been used to support one-time expenses in subsequent year's budgets. The FY 2021 proposed budget includes $21,978,940 in carryover funds, funded by a combination of additional revenue and/or expense savings identified from the current and previous fiscal years.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Transfers	$5,570,078	$5,375,913	$7,487,099	39%
Prior Year Adjusted Balance	93,057,070	41,108,294	21,978,940	-47%
Total	$98,627,148	$46,484,207	$29,466,039	-37%

TOTAL GENERAL FUND REVENUES

Below is a summary of the revenue categories previously described as well as total revenues for the General Fund in Fiscal Years 2019 (actual), 2020 (adopted), and 2021 (proposed).

General Fund Revenues	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Real Estate Tax	$745,871,153	$771,036,860	$806,680,276	5%
Personal Property Tax	117,994,659	119,052,147	122,252,147	3%
BPOL Tax	69,913,867	69,020,000	74,860,000	8%
Local Sales Tax	44,047,335	44,700,000	47,500,000	6%
Recordation Tax	5,750,294	5,500,000	6,000,000	9%
Transient Occupancy Tax	24,623,589	26,000,000	26,000,000	-
Cigarette Tax	2,115,530	2,050,000	1,900,000	-7%
Meals Tax	40,168,158	40,900,000	42,310,000	3%
Utility Tax	16,462,272	16,152,000	17,200,000	6%
Communications Tax	6,460,606	6,300,000	6,100,000	-3%
Other Taxes	11,219,032	10,910,000	11,465,000	5%
Total Local Taxes	1,084,626,495	1,111,621,007	1,162,267,423	5%
Licenses, Permits & Fees	12,150,580	12,382,803	14,330,893	16%
Fines, Interest, Rents	40,503,964	23,663,266	26,354,543	11%
Charges for Services	62,380,070	64,252,642	66,035,658	3%
Commonwealth	76,434,684	75,996,278	79,716,009	5%
Federal Government	17,649,033	16,067,363	16,145,620	-
Miscellaneous Revenue	13,440,611	5,778,008	1,855,329	-68%
Transfer	5,570,078	5,375,913	7,487,099	39%
Total Non-tax Revenue	228,129,020	203,516,273	211,925,151	4%
TOTAL (excluding prior year balance)	1,312,755,515	1,315,137,280	1,374,192,574	4%
Prior Year Adjusted Balance	93,057,070	41,108,294	21,978,940	-47%
Total (including Prior Year Balance)	$1,405,812,585	$1,356,245,574	$1,396,171,514	3%

BALLSTON QUARTER TAX INCREMENT FINANCING FUND (Fund 201)

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

The FY 2021 proposed budget reflects the CY 2020 assessed values in the TIF district. Because TIF revenues are based on the incremental growth over the base year, revenues grow more quickly than assessments. FY 2021 revenue is expected to increase due to the opening of new businesses in the TIF district. Funds will be transferred to the trustee for the Ballston Quarter CDA to fund the project stabilization fund as part of the Ballston Quarter CDA Series 2016A and Series 2016 B bond issuance.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Real Estate Tax	$410,060	$1,168,740	$1,854,318	59%
Local Sales Tax	-	20,000	235,000	1075%
Meals Tax	-	480,000	800,000	67%
Total	$410,060	$1,668,740	$2,889,318	73%

TRAVEL AND TOURISM PROMOTION FUND (Fund 202)

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Transient Occupancy Tax	$1,231,590	$1,300,000	$1,300,000	-
Transfer In	246,700	246,700	246,700	-
Total	$1,478,290	$1,546,700	$1,546,700	-

BALLSTON SPECIAL ASSESSMENT DISTRICT FUND (Fund 203)

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

- The CY 2020 proposed real estate tax rate is $0.045 for each $100 of assessed value, no change from the CY 2019 rate.
- ↑ BID expenditures and revenues are increasing by five percent due to higher assessments.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Service District Revenue	$1,658,339	$1,497,516	$1,569,935	5%

ROSSLYN SPECIAL ASSESSMENT DISTRICT FUND (Fund 204)

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

- The CY 2020 proposed real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2019 rate.
- ↑ BID expenditures and revenues increase by three percent due to higher assessments.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Service District Revenue	$3,637,271	$3,938,338	$4,053,393	3%

CRYSTAL CITY SPECIAL ASSESSMENT DISTRICT FUND (Fund 205)

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

- The CY 2020 proposed real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2019 tax rate.
- ↑ BID expenditures and revenues increase by 71 percent due to higher assessments and the geographic expansion.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Service District Revenue	$2,553,659	$2,763,656	$4,739,568	71%

COMMUNITY DEVELOPMENT FUND (Fund 206)

The Community Development Fund is used to address low- and moderate-income housing needs and other community projects. The Community Development Block Grant (CDBG) program was established as a separate special revenue fund in FY 1987 to comply with requirements of the federal Department of Housing and Urban Development (HUD). FY 2021 revenue is expected to increase by five percent.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
CDBG	$4,596,784	$1,713,320	$1,845,258	8%
Federal Rental Rehab	348,387	1,373,292	1,385,884	1%
Transfer in from General Fund	94,981	-	-	-
Miscellaneous Revenue	15,372	-	-	-
Total	$5,055,524	$3,086,612	$3,231,142	5%

SECTION 8 HOUSING ASSISTANCE FUND (Fund 208)

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Housing Assistance	$16,882,870	17,510,765	17,962,831	3%
Administrative Fees	1,207,443	1,575,996	1,613,766	2%
Interest	5,056	5,000	6,500	30%
HOPWA Grant	94,848	95,313	95,313	-
Miscellaneous	194,759	20,000	10,000	-50%
Total	$18,384,976	$19,207,074	$19,688,410	3%

GENERAL CAPITAL PROJECTS FUND (Fund 313)

The General Capital Projects Fund accounts for the capital projects for general government functions, which are financed under the County's Pay-As-You-Go (PAYG) Capital Program. The program areas include local parks and recreation, transportation, community conservation, government facilities, technology, and regional contributions. In the FY 2021 budget, the County's ongoing funding for PAYG capital projects is $6.8 million and one-time funding is $9.9 million which includes $7.8 million from bond premium. Note that FY 2019 and FY 2020 bond premium is not included in the table below as it will be carried over as fund balance and not received as new FY 2021 revenue.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Developer Contributions	$3,356,301	-	-	-
Miscellaneous Revenue	1,383,666	-	-	-
Cable TV	1,210,837	-	-	-
State Grant - Misc.	310,275	-	-	-
Federal Revenue - Misc.	2,455,924	-	-	-
Bond Premium	18,396,431	$7,000,000	-	-100%
Proceeds for Lease Purchase	1,871,651	12,178,410	-	-100%
Transfer In	5,667,108	23,601,546	$6,952,022	-71%
Line of Credit Proceeds	8,585,749	-	-	-
Total	$43,237,942	$42,779,956	$6,952,022	-84%

STORMWATER FUND (Fund 321)

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

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

This $0.013 tax is included in the semi-annual real estate bills and, when combined with the proposed CY 2020 base real estate rate of $1.013, brings the total blended real estate rate to $1.026 per $100 of assessed real property value. The anticipated $12 million in FY 2021 revenue will help ensure the future sustainability of the County's aging stormwater infrastructure and compliance with federal and State stormwater management requirements.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Sanitary District Tax	$9,747,498	$10,093,595	$10,575,249	5%
Fines	18,364	-	-	-
Permit Fees	994,640	1,117,500	1,450,770	30%
Misc. State & Federal Grants	-	-	-	-
Total	$10,760,502	$11,211,095	$12,026,019	7%

TRANSPORTATION CAPITAL FUND (Funds 330 & 331)

In April 2007, the General Assembly passed HB 3202, which authorized northern Virginia localities to impose a tax of up to $0.25 per $100 of assessed real property on properties used or zoned for commercial or industrial purposes in order to fund transportation initiatives. As part of the FY 2009 budget deliberations, the County Board adopted a commercial real estate tax of $0.125 per $100, with revenue to be deposited in the new Transportation Capital Fund. In 2010, the General Assembly capped this tax rate at $0.125 per $100 of assessed real property value. For the FY 2021 proposed budget, revenue for the transportation capital fund is projected at $35.6 million, with the tax rate remaining at $0.125 and commercial property assessments increasing.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Commercial Real Estate Tax	$25,048,572	$26,419,757	$26,882,741	2%
Developer Contributions	2,336,389	-	-	-
NVTA Local Share	8,710,709	7,938,761	8,668,304	9%
NVTA Regional Share	3,192,235	-	-	-
State Aid	8,524,945	-	-	-
State Transportation Grants	401,222	-	-	-
Federal Transportation Grants	699,793	-	-	-
Miscellaneous	868,897	-	-	-
Total	$49,782,762	$34,358,518	$35,551,045	3%

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

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

The proposed CY 2020 base real estate tax rate is $1.013 for each $100 of assessed property value. The FY 2021 proposed budget maintains the increment of the tax allocated to the TIF at 25 percent of the projected tax revenue generated from the incremental assessment growth between January 2011 and January 2020 in the Crystal City TIF area at the proposed CY 2020 tax rate. Total assessed value in the Crystal City TIF district increased by 0.7 percent from CY 2019 to CY 2020. Because TIF revenues are based on the incremental growth over the base year, revenues grow more quickly than assessments.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Real Estate	$5,040,366	$5,964,730	$6,202,220	4%
Developer Contributions	500,000	-	-	-
NVTA Regional Share	641,854	-	-	-
State Aid NVTC	31	-	-	-
Federal Grants	187,403	-	-	-
Total	$6,369,654	$5,964,730	$6,202,220	4%

COLUMBIA PIKE TAX INCREMENT FINANCING FUND (FUND 336)

In December 2013, the Arlington County Board established a tax increment financing area in support of the Columbia Pike Neighborhoods Area Plan that will benefit affordable housing initiatives and other public services and improvements. Tax increment financing (TIF) is a mechanism used to support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements located in the designated area. Unlike a special district, it is not an additional or new tax. Rather, it redirects and segregates the increase in property tax revenues that would normally flow to the General Fund so that it can be used for a specified purpose. The amount of the tax increment revenue is determined by setting a baseline assessed value of all property in a County Board determined calendar. In each subsequent year, the incremental increase in assessed values relative to the base year is determined and a portion of this incremental tax revenue is segregated and deposited to a separate fund. In the adopted FY 2018 budget, the County Board adjusted the TIF's baseline from the CY 2014 to the CY 2018 assessed value. The County Board has allocated 25 percent of the incremental tax revenue above the base year be deposited into the Columbia Pike TIF Fund.

In FY 2021, funding for the district is $1.1 million based on 7.3 percent growth in the real estate tax assessments in the TIF area. Because TIF revenues are based on the incremental growth over the base year, revenues grow more quickly than assessments.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Real Estate Tax Total	189,070	$496,660	$1,094,670	120%

UTILITIES FUND (Fund 503)

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

Water/sewer service charges are the largest source of revenue for the Utilities Fund and are derived from quarterly utility bills paid by residents and monthly or quarterly bills paid by commercial establishments. The FY 2021 proposed budget includes a water/sewer rate of $14.20 per thousand gallons. The proposed rate represents an increase of $0.40 per thousand gallons, or 2.9 percent, above the current rate. At the new rate, the average single-family house will pay $24 more per year for water and sewer service based on an estimated household consumption of 60,000 gallons of water per year.

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

In the FY 2021 proposed budget, Utilities Fund revenues are projected to total $104.3 million.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Interest	$270,000	$75,000	$125,000	67%
Hazardous Household Material Fee	8,570	8,000	8,000	-
Utility Marking Fee	225,791	195,000	215,000	10%
Water Sewer Service	92,757,659	97,107,970	98,626,926	2%
Water Service Connection Fees	1,016,035	1,265,000	1,265,000	-
Sewage Treatment	4,044,812	4,005,200	4,105,200	2%
Flow Test Fees	22,600	15,500	20,200	30%
Miscellaneous Revenue	361,615	265,175	301,967	14%
Total	$98,707,082	$102,936,845	$104,667,293	2%

UTILITIES CAPITAL PROJECTS FUND (Fund 519)

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Interest	$1,372,367	$100,000	$350,000	250%
Water / Sewer Hook-up	6,158,068	5,000,000	8,000,000	60%
Sewage Treatment Charges	1,397,982	888,500	2,917,000	228%
Miscellaneous	6,428	-	-	-
Transfer In	14,425,300	14,190,500	12,155,000	-14%
Total	$23,360,145	$20,179,000	$23,422,000	16%

BALLSTON GARAGE (Funds 540 & 548)

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

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Parking Revenue	$4,457,184	$4,426,500	$4,689,000	6%
Miscellaneous	39,360	-	-	-
Total	$4,496,544	$4,426,500	$4,689,000	6%

CPHD DEVELOPMENT FUND (Fund 570)

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

A decline in FY 2021 revenues is expected based on historical trends but is partially offset by the inflationary increase of 2.5 percent for all Development Fund fees.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Building Permits	$9,356,869	$15,254,787	$15,281,374	-
Electrical Permits	2,702,704	3,234,834	3,157,414	-2%
Plumbing Permits	1,903,081	2,366,536	2,313,190	-2%
Mechanical Permits	1,001,243	1,339,550	1,309,354	-2%
Occupancy Permits	884,302	1,137,838	1,115,507	-2%
Elevator Certificate Fees	931,876	1,518,156	1,483,934	-2%
Plan Review - Walk Throughs	802,182	1,322,403	1,296,450	-2%
Other Revenue	964,905	337,659	405,931	20%
Total	$18,547,162	$26,511,763	$26,363,154	-1%

AUTOMOTIVE EQUIPMENT FUND (Fund 609)

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Sales of Surplus Equipment	$1,920,868	$300,000	$300,000	-
Services from Other Agencies	19,170,894	16,854,974	17,725,065	5%
Miscellaneous Revenue	489,225	581,000	581,000	-
Transfer In	-	47,000	30,000	-36%
Total	$21,580,987	$17,782,974	$18,636,065	5%

PRINTING FUND (Fund 611)

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

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Services to Agencies	$2,560,588	$2,170,000	$2,365,459	9%
Transfer In	242,337	246,382	246,382	-
Total	$2,802,925	$2,416,382	$2,611,841	8%

RESIDENTIAL TAXATION AND FEE TRENDS

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

Real Estate Tax

At the proposed tax rate of $1.026 per $100 of assessed value, includes the base rate of $1.013 plus the $0.013 sanitary district tax rate for stormwater management, the real estate tax bill for the average residential home will increase $284, or 4.2 percent, in CY 2020. The average assessment for a single-family home increased 4.2 percent, from $658,600 in CY 2019 to $686,300 in CY 2020.

REAL ESTATE TAX PAYMENT
Average Single Family Home

Calendar Year	Average Assessed Value	Tax Rate	Tax Payment	Tax Payment Increase
2010	$503,200	$0.958	$4,821	$270
2011	$510,200	$0.958	$4,888	$67
2012	$519,400	$0.971	$5,043	$155
2013	$524,700	$1.006	$5,278	$235
2014	$552,700	$0.996	$5,505	$227
2015	$587,100	$0.996	$5,848	$343
2016	$603,500	$0.991	$5,981	$133
2017	$617,200	$1.006	$6,209	$228
2018	$640,900	$1.006	$6,447	$238
2019	$658,600	$1.026	$6,757	$310
2020 Proposed	**$686,300**	**$1.026**	**$7,041**	**$284**

Personal Property Tax

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

PERSONAL PROPERTY TAX BILL FOR TYPICAL HOUSEHOLD*
(Assumes 2.0 Cars Per Household)

Calendar Year	Average Assessed Value per Car	Tax Rate	Tax Payment For 2 Cars
2010	$7,264	$5.00	$726
2011	$7,409	$5.00	$741
2012	$8,421	$5.00	$842
2013	$8,842	$5.00	$884
2014	$9,284	$5.00	$928
2015	$9,399	$5.00	$940
2016	$9,493	$5.00	$949
2017	$9,682	$5.00	$968
2018	$10,235	$5.00	$1,024
2019	$9,935	$5.00	$994
2020 Proposed	**$10,488**	**$5.00**	**$1,049**

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

Refuse Collection and Disposal Fees

The annual residential charge for refuse and recycling increases from $306.00 to $319.03. This rate achieves the County's objective of 100 percent recovery of household refuse collection, disposal and recycling costs, leaf collection costs and overtime costs associated with brush and metal collection.

Fiscal Year	Refuse/ Recycling Fee
2012	$325.72
2013	$293.92
2014	$293.76
2015*	$271.04
2016	$271.04
2017	$307.28
2018	$314.16
2019	$316.16
2020	$306.00
2021 Proposed	**$319.03**

*Reflects revised rate adopted in July 2014.

Water/Sewer Service Fees

As costs for water and sanitary sewer projects have risen, additional funding is required to sustain the self-supporting Utilities Fund. The proposed FY 2021 water/sewer rate is $14.20 per thousand gallons, increase of $0.40 per thousand gallons, or 2.9 percent.

Fiscal Year	Water/Sewer Service Rate*	Average Annual Residential Cost
2012	$12.19	$731.40
2013	$12.61	$756.60
2014	$12.61	$756.60
2015	$13.04	$782.40
2016	$13.27	$796.20
2017	$13.27	$796.20
2018	$13.62	$817.20
2019	$13.62	$817.20
2020	$13.80	$828.00
2021 Proposed	**$14.20**	**$852.00**

*Per thousand gallons; average usage equals 60,000

Major Residential Taxes and Fees

The following chart summarizes the major residential taxes and fees for Arlington County for the average household. The chart uses the adopted tax and fee rates for CY 2017 through CY 2020. Due primarily to the real estate assessment increase, the average tax and fee burden on County households is expected to increase four percent over CY 2019.

	CY 2017	CY 2018	CY 2019	CY 2020	% Change '19 to '20
Real Estate Tax (includes sanitary district tax)	$6,209	$6,447	$6,757	$7,041	4%
Personal Property*	968	1,024	994	1,049	6%
Vehicle License Fee*	66	66	66	66	-
Refuse Fee**	314	316	306	319	4%
Water / Sewer Service**	817	817	828	852	3%
Residential Utility Tax**	72	72	72	72	-
Total	$8,446	$8,742	$9,023	$9,399	4%

* Assumes two conventional vehicles per household, the approximate average number of vehicles owned per Arlington household. The personal property tax figures do not reflect the PPTRA subsidy for personal property tax relief. For CY 2020, it is projected that 28% of vehicle value between $3,000 and $20,000 will be exempt from taxation; values below $3,000 are 100% exempt.

** Reflects the next fiscal year. Water/sewer rate reflects 60 thousand gallons of water consumption. Residential utility tax assumptions are based on the ceiling tax rates.

The following chart compares the estimated major residential taxes and fees for the Northern Virginia jurisdictions for the average household using Calendar Year 2019 rates and assessments.

Calendar Year 2019 Regional Comparison
Estimated Annual Local Taxes and Fees Per Average Household

	Arlington County	City of Alexandria	Fairfax County	City of Falls Church	City of Fairfax	Prince William County	Loudoun County
Average Residential Assessment	$658,600	$555,002	$562,601	$695,500	$511,678	$371,309	$495,800
Estimated Taxes							
Real Estate [1]	$6,757	$6,272	$6,658	$9,424	$5,501	$4,484	$5,181
Personal Property [2]	994	1,060	908	994	820	736	834
Residential Consumer Utility [3]	72	72	96	120	54	72	65
Subtotal	$7,823	$7,404	$7,662	$10,538	$6,375	$5,292	$6,080
Estimated Fees							
Water/Sewer [4]	$828	$1,053	$801	$933	$748	$785	$727
Solid-Waste/Recycling [5]	306	411	385	n/a	n/a	437	367
Decal Fee[2]	66	66	66	66	66	48	50
TOTAL	**$9,023**	**$8,934**	**$8,914**	**$11,537**	**$7,189**	**$6,562**	**$7,224**
Amount more (less) than Arlington		($89)	($109)	$2,514	($1,834)	($2,461)	($1,799)
Percent more or less than Arlington		-1.0%	-1.2%	27.9%	-20.3%	-27.3%	-19.9%

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

2 Estimate based upon 2.0 cars per household, and assumes the same average vehicle value of $9,935. However, given that Arlington and Loudoun uses a lower assessment, the actual average car value for the other jurisdictions may be higher. Taxes do not reflect the State's fixed block grant to localities for vehicle tax relief and the adopted method of distribution.

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

4 Assumes average single family residence uses 60,000 gallons of water per year. Estimates are based on adopted FY 2020 rates.

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

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

	TAX YEAR 2018			TAX YEAR 2019			CHANGE FROM 2018 TO 2019			PERCENT CHANGE		
	Tax Rate	Average Assessed Value	Estimated Tax Payment	Tax Rate	Average Assessed Value	Estimated Tax Payment	Change in Tax Rate	Change in Average Assessed Value	Change in Tax Payment	Change in Tax Rate	Change in Average Assessed Value	Change in Tax Payment
Arlington[3]	$1.0060	$640,900	$6,447	$1.0260	$658,600	$6,757	$0.020	$17,700	$310	2.0%	2.8%	4.8%
Alexandria	$1.1300	$547,626	$6,188	$1.1300	$555,002	$6,272	$0.000	$7,376	$84	0.0%	1.3%	1.4%
City of Fairfax[3]	$1.0600	$504,197	$5,344	$1.0750	$511,678	$5,501	$0.015	$7,481	$157	1.4%	1.5%	2.9%
City of Falls Church[4]	$1.3550	$676,900	$9,172	$1.3550	$695,500	$9,424	$0.000	$18,600	$252	0.0%	2.7%	2.7%
Fairfax County[5]	$1.1835	$547,219	$6,476	$1.1835	$562,601	$6,658	$0.000	$15,382	$182	0.0%	2.8%	2.8%
Loudoun County	$1.0850	$473,600	$5,139	$1.0450	$495,800	$5,181	($0.040)	$22,200	$42	-3.7%	4.7%	0.8%
Prince William Co.[6]	$1.2075	$359,100	$4,336	$1.2075	$371,309	$4,484	$0.000	$12,209	$148	0.0%	3.4%	3.4%

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

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

[3] Tax rates listed for Arlington and the City of Fairfax include the levy for stormwater funds.

[4] City of Falls Church uses the median home value.

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

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

CALENDAR YEAR 2019 SELECTED BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE TAX RATES*

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

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

CALENDAR YEAR 2019 TAX RATES IN NORTHERN VIRGINIA JURISDICTIONS

Tax	Arlington County	City of Alexandria	City of Falls Church	City of Fairfax	Fairfax County	Loudoun County	Pr. William County
Real Estate Tax Rate (base)	$1.013	$1.130	$1.355	$1.045	$1.150	$1.045	$1.125
Additional Real Estate Tax Rates (all properties)	$0.0130	-	-	$0.0300	$0.0335	-	$0.0825
Special Districts Add-on Tax Rate	$0.043 - $0.078	$0.10 - $0.20	-	$0.060	$0.012 - $0.20	$0.18-$0.20	$0.02 - $0.165
Commercial Real Estate Add-on Tax Rate	$0.125	-	-	$0.125	$0.125	-	-
Personal Property							
Vehicle Rate	$5.00	$5.33	$5.00	$4.13	$4.57	$4.20	$3.70
Effective Vehicle Rate	$4.50	$4.80	$5.00	$4.13	$3.88	$3.78	$3.70
Business Rate	$5.00	$4.75	$5.00	$4.13	$4.57	$4.20	$3.70
Newly Registered Vehicle Tax (state)	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%
Car Rental Tax							
State	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Local	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Motor Fuel Tax							
Gasoline	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon	$0.162 per gallon
Diesel	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon	$0.202 per gallon
Distributor Sales	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Sales Tax							
State (see note)	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Local	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Meals Tax	4.0%	5.0%	4.0%	4.0%	-	-	-
Transient Occupancy Tax							
State	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Local	5.25%	6.5% plus $1.25 per night/room	6.0%	4.0%	4.0%	5.0%	5.0%
BPOL							
Business Services	$0.35	$0.35	$0.36	$0.27	$0.19	$0.17	$0.21
Professionals	$0.36	$0.58	$0.52	$0.40	$0.31	$0.33	$0.33
Contractors	$0.16	$0.16	$0.16	$0.16	$0.11	$0.13	$0.13
Retail	$0.20	$0.20	$0.19	$0.20	$0.17	$0.17	$0.17
Repair Services	$0.35	$0.35	$0.36	$0.27	$0.19	$0.16	$0.21
Recordation Tax							
State (see note)	$0.25	$0.25	$0.25	$0.25	$0.25	$0.25	$0.25
Local (see note)	$0.0833	$0.0833	$0.0833	$0.0833	$0.0833	$0.0833	$0.0833
Grantor's Tax							
State	$2.00	$2.00	$2.00	$2.00	$2.00	$2.00	$2.00
Local	$0.50	$0.50	$0.50	$0.50	$0.50	$0.50	$0.50
Bank Stock Tax							
State	$0.20	$0.20	$0.20	$0.20	$0.20	$0.20	$0.20
Local	$0.80	$0.80	$0.80	$0.80	$0.80	$0.80	$0.80
Cigarette Tax, per 20 Cigarettes							
State (see note)	$0.30	$0.30	$0.30	$0.30	$0.30	$0.30	$0.30
Local	$0.30	$1.26	$0.85	$0.85	$0.30	-	-
Utility Tax on Commercial Users							
Electricity	$1.15 plus $0.00681/kWh	$1.18 plus $0.005578/kWh	$0.92 plus $0.004807/kWh	$1.72 plus $0.010112/kWh max=$75.00	$1.15 plus $0.00594/kWh max=$1,000	$0.92 per mo. + $.005393/kWh max=$72.00	$2.29 plus $0.013487/kWh max=$100/mo.
Gas	$0.845 plus $0.06848/CCF	$1.42 plus $0.050213/CCF	$0.676 plus $0.04098/CCF	$1.27 plus $0.05295/CCF max=$75.00	$0.845 plus $0.04794/CCF max=$300	$0.676 per mo. + $0.0304/CCF max=$72.00	$3.35 plus $0.085/CCF max=$100/mo.
Water	-	20% /1st $150	8%	15% /1st $500	-	-	-
Utility Tax on Residential Users							
Electricity	$0.0 plus $0.01110/kWh max=$3.00	$1.12 plus $0.012075/kWh max=$3.00	$0.70 plus $0.007535/kWh max=$5.00	$1.05 plus $0.01136/kWh max=$2.25	$0.56 plus $0.00605/kWh max=$4.00	$0.63 per mo. + $.006804/kWh max=$2.70	$1.40 plus $0.01509/kWh max=$3.00/mo.
Gas	$0.0 plus $1.038/CCF max = $3.00	$1.28 plus $0.124444/CCF max=$3.00	$0.70 plus $0.0039/CCF max=$5.00	$1.05 plus $0.05709/CCF max=$2.25	$0.56 plus $0.05259/CCF max=$4.00	$0.63 plus $0.06485/CCF max=$2.70	$1.60 plus $0.06/CCF max=$3.00
Water	-	15% of monthly bill	10% /1st $50	15% /1st $15	-	-	-
Communications Sales Tax							
State	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Local	-	-	-	-	-	-	-
Wireless E-911 Tax							
State	$0.75	$0.75	$0.75	$0.75	$0.75	$0.75	$0.75

NOTES

ADDITIONAL REAL ESTATE TAX RATE: Arlington ($0.013), Fairfax City ($0.0275), and Fairfax County ($0.0325) impose or dedicate a tax rate on all properties for stormwater management. Prince William County charges a flat fee for stormwater managment ranging from $18.56 per thousand square feet for a business to $38.21 for a single family housing unit. As a part of the FY 2014 budget adoption, the City of Falls Church established a Stormwater Utility Fund; their Stormwater Fees are based on the square footage of impervious surface per parcel. In the FY 2017 adopted budget, that stormwater fee is $18.36 per 200 square feet of impervious surface. Fairfax County imposes a county-wide levy for pest control ($0.0010). Prince William imposes a near county-wide tax rate for mosquito and gypsy moth control ($0.0025) and fire and rescue services ($0.08).

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

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

EFFECTIVE VEHICLE PERSONAL PROPERTY TAX RATE COMMERCIAL AND CONSUMER: Vehicles in Arlington County and Loudoun County are assessed using the average loan value from the N.A.D.A. Used Car Guide. Other neighboring jurisdictions use the average trade-in value. This results in a lower assessment (about 10% less) for vehicles or an effective rate in Arlington of approximately $4.50 and $3.78 in Loudoun County. All vehicles including those of businesses are included in this category.

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

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

CAR RENTAL: In July 1992, the locality portion of the Virginia car rental tax was increased from 2.5% to 4.0% of gross proceeds. Beginning July 2004, the state increased its portion of the car rental tax to 6% with the additional 2% dedicated to the Virginia Public Building Authority for the Statewide Agencies Radio System (STARS).

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

In accordance with Code of Virginia § 58.1-2217 effective January 1, 2015, the per gallon tax on gasoline increased to 5.1%. The DMV Commissioner is required to determine the statewide average wholesale price of a gallon of unleaded regular gasoline and diesel fuel for the purpose of determining the applicable cents per gallon in accordance with applicable tax rates.

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

SALES TAX (Food): Effective July 1, 2006 the tax rate on food was reduced 0.5 percent to 2.0 percent. Effective July 1, 2007, the tax rate is reduced from 2.0 percent to 1.5 percent (State portion). Food items are defined under the Food Stamp Act of 1977 (7 U.S.C. § 2012) to be food for home consumption by humans. This includes most grocery food items and cold prepared foods. Excluded from the definition of food are alcoholic beverages, tobacco, and prepared hot foods sold for immediate consumption. The food tax described above does not include the local option 1.0 percent.

MEALS TAX: The meals tax is paid in addition to sales tax. In 1991, Arlington instituted a 4% restaurant meals tax on most prepared foods offered for sale.

TRANSIENT OCCUPANCY TAX: This tax is paid in addition to sales tax; the local rate is 5%. A new 2% state rate for the Northern Virginia Planning District is effective July 1, 2013. The additional revenues generated from this new 2% transient occupancy tax will be deposited in the Northern Virginia Transportation Authority Fund, with 30% of the funds distributed to the member localities for use on transportation projects and the remainder to be used for regional transportation projects. In March 2016, the General Assembly voted to allow Arlington County to impose an additional transient occupancy tax of 0.25% to be designated and spent for the purpose of promoting tourism and business travel in the County. The County Board adopted this additional TOT in May to be effective beginning July 1, 2016.

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

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

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

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

CIGARETTE TAX: On June 3, 2004, the Governor signed HB 5018 which is the revenue budget for the FY 2004 - FY 2006 biennium. As part of this bill, the state increased the state imposed cigarette tax from $0.025 to $0.20 effective September 1, 2004, and $0.30 effective July 1, 2005.

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

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

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
FUND: 001 GENERAL							
101	REAL ESTATE TAX	684,254,232	707,500,617	734,680,378	757,180,463	783,411,860	819,689,340
105	REAL ESTATE PENALTY	504,034	649,731	659,331	594,047	650,000	650,000
106	REAL ESTATE INTEREST	105,263	50,168	113,485	94,739	75,000	75,000
	TAX REFUNDS - REAL ESTATE	(9,145,654)	(9,298,986)	(14,741,393)	(11,998,096)	(13,100,000)	(13,734,064)
	SUBTOTAL	675,717,874	698,901,530	720,711,801	745,871,153	771,036,860	806,680,276
121	PERSONAL PROPERTY TAX	81,323,816	84,396,305	85,272,562	87,484,820	88,600,000	91,800,000
	STATE REIMBURSEMENT	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147
123	PERSONAL PROPERTY PENALTY	1,460,903	1,451,396	1,362,152	1,315,910	1,380,000	1,380,000
125	PERSONAL PROPERTY INTEREST	276,300	285,448	250,565	220,253	320,000	320,000
	TAX REFUNDS - PERSONAL PROP	(2,544,675)	(2,549,245)	(2,268,298)	(2,278,471)	(2,500,000)	(2,500,000)
	SUBTOTAL	111,768,491	114,836,051	115,869,128	117,994,659	119,052,147	122,252,147
131	BPOL TAX	62,049,916	64,860,882	67,167,337	71,921,455	71,400,000	77,240,000
133	BPOL TAX PENALTY	84,241	92,665	126,444	64,961	100,000	100,000
134	BPOL TAX INTEREST	356,128	318,859	380,275	300,795	320,000	320,000
	TAX REFUNDS - BPOL	(2,308,899)	(1,434,480)	(4,687,736)	(2,373,344)	(2,800,000)	(2,800,000)
	SUBTOTAL	60,181,386	63,837,926	62,986,320	69,913,867	69,020,000	74,860,000
140	CAR RENTAL GROSS RECEIPTS TAX	6,222,399	6,890,584	6,528,308	6,188,708	6,300,000	6,300,000
141	LOCAL SALES TAX	39,683,462	41,197,357	42,007,601	44,047,335	44,700,000	47,500,000
143	BANK STOCK TAX	3,340,501	3,705,205	3,845,997	4,125,274	3,700,000	4,250,000
144	RECORDATION TAX	6,049,809	7,048,071	6,022,870	5,750,294	5,500,000	6,000,000
145	CIGARETTE TAX	2,412,224	2,384,534	2,370,175	2,115,530	2,050,000	1,900,000
146	TRANSIENT TAX	24,106,373	25,267,916	25,026,707	24,623,589	26,000,000	26,000,000
147	UTILITY TAX	11,459,470	11,426,615	12,048,319	16,462,272	16,152,000	17,200,000
148	SHORT TERM RENTAL	64,907	52,244	49,489	57,437	50,000	55,000
149	MEALS TAX	37,332,584	39,047,018	39,469,397	40,168,158	40,900,000	42,310,000
151	WILLS AND ADMINISTRATION TAX	69,902	64,757	57,618	58,682	60,000	60,000
152	CONSUMPTION TAX	762,229	768,786	790,547	788,931	800,000	800,000
153	COMMUNICATION TAX	7,314,146	7,114,814	6,934,062	6,460,606	6,300,000	6,100,000
	SUBTOTAL	138,818,006	144,967,901	145,151,090	150,846,816	152,512,000	158,475,000
	TOTAL LOCAL TAXES	986,485,758	1,022,543,408	1,044,718,339	1,084,626,495	1,111,621,007	1,162,267,423
REVENUE CATEG: LICENSES, PERMITS, & FEES							
215	CONCEALED WEAPONS	35,544	28,623	33,818	32,766	20,000	30,000
219	USE PERMITS	122,784	114,783	114,821	125,745	120,000	157,242
220	RIGHT OF WAY FEES	616,292	1,471,442	1,015,969	926,679	1,200,000	1,200,000
221	HIGHWAY PERMITS	1,239,067	1,802,405	2,013,730	2,789,558	1,752,840	2,152,500
222	BUILDING PERMITS	1,302	-	-	-	-	-
240	MOTOR VEHICLE LICENSE TAGS	4,934,901	5,001,539	4,943,439	4,615,769	5,000,000	5,000,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
241	LICENSE PLATE PENALTY FEES	268,015	291,326	283,399	289,167	270,000	270,000
243	SITE PLAN FEES	819,817	1,102,876	718,007	1,613,149	1,987,263	3,353,289
244	TRANSFER FEES	4,909	5,042	4,810	4,841	5,000	4,800
245	ZONING ADVERTISING	81,478	113,085	76,617	99,133	307,500	102,242
251	BUILDING PLANS/WALK-THROUGH	-			(50)	-	-
259	MIS LICENSES, PERMITS & FEES	1,722,449	1,528,038	1,295,885	1,653,823	1,720,200	2,060,820
	TOTAL REV CATEG	9,846,558	11,459,159	10,500,495	12,150,580	12,382,803	14,330,893
REVENUE CATEG: FINES							
301	FINES	2,703,140	2,741,646	2,636,246	2,574,759	2,616,900	2,571,800
302	PARKING TICKETS	4,274,212	4,141,927	4,455,500	4,814,697	4,230,000	4,800,000
305	CIVIL PENALTIES	81,788	176,167	203,590	247,860	309,024	309,024
	TOTAL REV CATEG	7,059,140	7,059,740	7,295,336	7,637,316	7,155,924	7,680,824
REVENUE CATEG: INTEREST, RENTS & SURPLUS SALES							
311	INTEREST ON GENERAL FUND	4,480,448	2,167,722	2,584,811	16,156,300	7,250,000	9,000,000
312	INTEREST ON BOND FUNDS	1,443,695	527,085	3,941,476	7,231,349	450,000	1,000,000
320	COURTHOUSE PLAZA	2,763,149	3,196,185	-	-	-	-
321	RENTALS & SALES OF SURPLUS	433,308	428,154	287,967	228,770	385,370	237,370
322	PAID PARKING	1,086,510	1,031,644	1,067,139	1,119,883	1,128,000	1,133,040
334/5	DES LEASE AGREEMENTS	379,164	437,758	3,861,848	8,130,346	7,293,972	7,303,309
	TOTAL REV CATEG	10,586,274	7,788,548	11,743,241	32,866,648	16,507,342	18,673,719
REVENUE CATEG: CHARGES FOR SERVICES							
400	INMATE MEDICAL COSTS	22,485	24,763	24,531	25,274	9,000	9,000
401	COURT COSTS	444,999	411,058	473,713	182,271	403,535	403,535
402	COMMONWEALTH'S ATTORNEY FEES	10,312	9,415	10,350	10,598	10,500	10,500
403	A S A P ENTRANCE FEES	424,592	329,539	307,838	242,304	325,733	278,715
404	IMPOUNDED VEHICLES STORAGE FEE	11,593	12,324	17,612	26,246	15,000	20,000
405	FALLS CHURCH REIMBURSEMENT	4,158,476	3,846,127	4,082,283	4,494,202	4,082,685	4,536,622
406	AMBULANCE SERVICE FEES	2,863,686	3,566,548	3,636,492	3,571,346	3,800,000	3,850,000
407	JAIL SERVICE CHARGES	4,386	4,250	2,261	6,376	6,500	6,500
408	DOG LICENSE FEES	65,179	66,296	79,640	77,409	69,720	131,220
409	SIDEWALK FRONTAGE ASSESSMENTS	51,293	79,358	46,122	60,070	55,000	55,000
410	PARKING METER CHARGES	8,511,265	9,063,713	9,135,966	12,143,185	12,910,000	12,326,853
411	ENGINEERING SERVICES CHARGES	1,599,070	1,413,174	1,045,991	1,478,019	1,035,800	1,209,196
412	REFUSE\RECYCLING FEES	8,985,066	10,217,857	10,455,293	10,522,409	10,159,200	10,614,704
413	MULCH FEES	156,432	133,762	183,847	202,250	216,000	191,000
414	RECYCLED MATERIALS SALES	32,119	154,309	115,476	43,940	60,000	60,000
415	MENTAL HEALTH CLINIC CHARGES	2,474,982	2,151,931	2,847,295	2,936,613	3,074,412	2,999,877
416	DRUG & ALCOHOL PROG. PAYMENTS	46,083	64,927	68,812	75,492	62,500	79,500
417	MADISON CENTER CHARGES	140,424	158,490	171,983	130,353	179,500	179,500
420	RECREATION INSTRUCTION SRVCS.	3,609,383	3,667,114	3,657,540	3,603,608	3,580,131	3,981,370
421	SUPPLEMENTAL RECREATION FEES	6,387,429	6,453,950	7,214,507	7,162,663	7,207,050	7,725,268
422	LIBRARY FEES & FINES	472,631	433,302	424,722	412,783	425,000	85,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
423	OLDER AMERICANS ACT PROGS.	19,252	20,701	20,198	19,779	20,513	20,513
424	GROUP HOME CHARGES ARGUS	2,520	818	635	19,685	750	10,250
425	FEE REDUCTIONS	(694,283)	(660,294)	(959,251)	(974,577)	(960,000)	(1,019,000)
426	APPLIANCE PICK UP FEE	19,320	16,505	19,888	14,845	20,000	20,000
430	INDIRECT ADMIN CHARGES	4,201,799	4,933,742	5,179,937	5,580,323	4,854,162	5,954,051
431	HEALTH SERVICES FEES	12	-	-	-	1,000	1,000
443	WIRELESS E-911 SURCHARGE	876,464	982,815	931,859	776,090	754,663	754,663
445	GIS PROGRAM REVENUES	4,991	1,780	694	1,835	5,000	5,000
447	SERVICES TO OUTSIDE AGENCIES	161,554	173,530	61,166	69,233	145,000	170,000
449	MISC SERVICE CHARGES	2,673,520	2,635,319	2,651,351	2,482,226	2,394,194	2,439,530
450	ARLINGTON TRANSIT / COMMUTER STORE	5,787,294	6,403,957	6,270,609	5,956,418	8,093,737	8,040,469
453	COURT HOUSE SECUR.-COURT FEE	413,434	360,966	375,126	441,672	678,000	378,000
455	CHESAPEAKE BAY FEE	221,655	202,344	218,735	102,845	35,000	35,875
460	PROJECT RECEIPTS	329,121	253,753	463,567	348,326	323,500	323,650
471	PUBLIC HEALTH FEES	655,679	643,275	747,230	665,194	758,257	706,731
472	CREDIT CARD FEES - TREAS.	(653,237)	(710,590)	(721,419)	(531,235)	(558,400)	(558,434)
	TOTAL REV CATEG	54,490,980	57,520,828	59,262,599	62,380,070	64,252,642	66,035,658
REVENUE CATEG: MISCELLANEOUS REVENUE							
501	SALE OF LAND & BUILDINGS	840,667	1,221,919	57,589	2,006,039	4,015,000	15,000
509	MISCELLANEOUS REVENUES	1,925,612	1,447,613	7,370,131	2,020,434	1,728,008	1,805,329
525	CABLE TV ADMINISTRATION	245,065	226,462	-	-	-	-
570	AHIF	8,898,414	10,424,305	14,378,385	9,382,935	-	-
595	CABLE TV SCHOOL ANNUAL PAYMENTS	-	25,736	(25,736)	-	-	-
599	GIFTS AND DONATIONS	2,912	3,584	5,704	-	5,000	5,000
	TOTAL REV CATEG	11,912,670	13,349,619	21,786,073	13,409,408	5,748,008	1,825,329
REVENUE CATEG: COMMONWEALTH OF VIRGINIA							
612	MOTOR VEHICLE CARRIERS TAX	17,722	21,853	18,241	19,977	19,000	19,000
613	TAX ON DEEDS-GRANTOR'S TAX	1,821,824	2,140,163	1,634,204	1,730,395	1,600,000	1,900,000
621	COMMONWEALTH'S ATTORNEY	1,189,177	1,279,850	1,306,772	1,329,697	1,435,720	1,461,581
622	SHERIFF	7,667,223	7,644,284	7,950,450	7,916,976	7,992,330	8,349,245
623	COMMISSIONER OF THE REVENUE	452,139	452,902	462,770	463,487	473,420	487,995
624	TREASURER	491,538	494,252	511,727	515,939	545,615	562,615
625	REGISTRAR/ELECTORAL BOARD	154,391	85,164	86,025	86,262	159,742	83,907
626	LAW ENFORCEMENT AID	6,149,640	6,347,640	6,347,640	6,582,500	6,815,000	6,839,220
627	CLERK -COMP BOARD FUNDS	907,050	892,452	1,103,095	845,906	961,257	975,468
628	DCJS FORFEITED ASSETS	33,508	15,082	31,597	111,260	-	-
629	VICTIM WITNESS GRANT	196,952	219,270	249,063	203,777	270,353	275,923
631	HIGHWAY AID	16,896,925	18,339,530	18,929,606	19,720,958	20,220,300	20,774,545
632	TRANSIT AID	4,581,461	5,440,771	5,877,104	5,598,977	5,388,857	6,005,279
633	JUVENILE DETENTION-ARGUS	270,059	270,059	488,423	293,054	390,738	390,738
634	JUVENILE & DOMESTIC RELATIONS	720,490	768,238	793,219	793,979	897,311	897,311
635	PRISONER EXPENSE REIMBURSE.	1,114,762	1,196,261	1,335,258	834,266	1,250,000	1,250,000
638	COMP COMM CORRECTIONS ACT	416,144	313,034	528,698	424,987	424,987	424,987
640	COMMUTER ASSISTANCE GRANTS	5,800,804	6,042,888	6,100,891	6,488,277	5,762,235	6,778,473

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
641	HEALTH REIMBURSEMENTS	3,265,147	3,316,349	3,368,541	3,366,924	3,320,144	3,382,191
642	LIBRARY SUPPLEMENTS	176,777	182,231	182,139	184,510	182,231	193,218
643	FIRE PROGRAMS	658,050	673,776	694,126	718,659	694,126	718,659
644	HIGHWAY SAFETY GRANTS	6,546	4,978	9,432	6,743	-	-
645	MENTAL HEALTH/ INTELLECTUAL DISAB.	11,032,342	11,143,210	11,172,614	9,646,166	8,256,661	9,273,556
646	SUBSTANCE ABUSE	1,159,115	1,120,462	1,249,326	1,223,490	1,167,295	1,238,491
647	SOCIAL SERVICES	3,637,792	3,725,612	3,452,869	3,962,860	4,420,441	4,113,788
648	SIGNAL REIMBURSEMENT	756,484	-	-	-	-	-
649	MISC STATE GRANTS	951,835	1,035,682	846,192	1,517,019	1,248,246	1,219,221
652	STATE EMERGENCY MGMT GRANTS	16,763	22,455	3,080	550,509	6,000	6,000
654	COMPREHENSIVE SERVICES ACT (CSA)	1,072,485	1,553,797	1,284,982	923,569	1,715,082	1,784,308
655	DEPARTMENT OF AGING	175,569	333,758	268,799	373,561	379,187	310,290
	TOTAL REV CATEG	71,790,714	75,076,003	76,286,883	76,434,684	75,996,278	79,716,009
REVENUE CATEG: FEDERAL GOVERNMENT							
714	WORKFORCE INVESTMENT ACT (WIA)	828,286	809,659	712,010	591,199	615,608	566,390
719	HUD RENTAL REHAB/HOME	224,411	1,032,346	-	-	-	-
722	U S MARSHAL PRISONERS	8,790	12,369	14,191	25,993	8,300	8,300
724	FBI REIMBURSEMENT	118,709	325,236	268,990	262,897	-	-
725	OLDER AMERICANS ACT	588,815	514,458	513,758	545,220	502,361	535,745
730	HIDTA GRANT	59,793	-	-	-	-	-
741	FEDERAL HEALTH REIMB	50,000	45,000	43,000	43,000	43,000	43,000
742	HEALTH & HUMAN SERVICE	437,853	364,627	-	1,646	-	-
745	MENTAL HEALTH / M. R.	1,464,777	1,774,045	1,752,400	1,578,374	1,683,009	1,752,270
746	SUBSTANCE ABUSE	773,898	779,793	756,283	922,588	761,541	761,541
747	SOCIAL SERVICES	10,283,403	10,913,627	10,630,458	10,832,499	10,142,434	10,756,886
748	WIC PROGRAM FUNDS	678,981	605,108	627,145	697,003	603,342	603,342
749	MISC FEDERAL GRANTS	1,030,137	727,631	632,870	1,093,347	654,955	502,976
752	FEDERAL EMERGENCY MGMT GRANTS	487,786	393,211	698,664	1,055,267	1,052,813	615,170
	TOTAL REV CATEG	17,035,639	18,297,110	16,649,769	17,649,033	16,067,363	16,145,620
REVENUE CATEG: NON-REVENUE RECEIPTS							
805	OTHER	(105,522)	-	-	-	-	-
806	BOND PREMIUM	5,278,090	-	-	-	-	-
847	TREASURERS CASH OVER & SHORT	868	(113)	(31)	100	-	-
848	TREASURER'S RETURNED CHECKS	32,270	30,720	31,957	31,103	30,000	30,000
	TOTAL REV CATEG	5,205,706	30,607	31,926	31,203	30,000	30,000
REVENUE CATEG: TRANSFERS IN							
900	TRANSFER IN FROM OTHER FUNDS	205,589	206,395	206,990	2,908,517	543,981	337,249
913	TRANSFER IN FROM 313	400,000	2,500,000	-	-	-	-
930	TRANSFER IN FROM 330 & 331	50,312	691,561	1,102,740	2,430,721	2,351,932	2,720,783

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
981	TRANSFERS IN FROM OTHER FUNDS	122,416	578,088	1,153,681	-	2,400,000	2,400,000
999	TRANSFERS IN FROM FUND 799	181,613	118,960	198,403	230,840	80,000	2,029,067
	TOTAL REV CATEG	959,930	4,095,004	2,661,814	5,570,078	5,375,913	7,487,099
TOTAL GENERAL FUND REVENUES		**1,175,373,369**	**1,217,220,026**	**1,250,936,475**	**1,312,755,515**	**1,315,137,280**	**1,374,192,574**
860	FUND BALANCE ADJ -PREV YEAR	123,362,693	115,086,495	113,556,636	93,057,070	41,108,294	21,978,940
TOTAL GENERAL FUND WITH FUND BALANCE		**1,298,736,062**	**1,332,306,521**	**1,364,493,111**	**1,405,812,585**	**1,356,245,574**	**1,396,171,514**
FUND: 201 BALLSTON QUARTER TIF FUND							
101	REAL ESTATE TAX	-	111,785	65,420	410,060	1,168,740	1,854,318
141	LOCAL SALES TAX	-	-	-	-	20,000	235,000
149	MEALS TAX	-	-	-	-	480,000	800,000
	TOTAL FUND	-	111,785	65,420	410,060	1,668,740	2,889,318
FUND: 202 TRAVEL & TOURISM PROMOTION							
146	TRANSIENT OCCUPANCY	-	1,262,988	1,251,241	1,231,590	1,300,000	1,300,000
980	TRANSFER FROM GENERAL FUND	-	626,148	246,700	246,700	246,700	246,700
	TOTAL FUND	-	1,889,136	1,497,941	1,478,290	1,546,700	1,546,700
FUND: 203 BALLSTON SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE TAX	1,538,056	1,586,521	1,436,122	1,657,308	1,497,516	1,569,935
311	INTEREST EARNINGS	636	1,076	1,406	1,031	-	-
	TOTAL FUND	1,538,692	1,587,597	1,437,528	1,658,339	1,497,516	1,569,935
FUND: 204 ROSSLYN SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	3,492,809	3,515,040	3,665,735	3,635,429	3,938,338	4,053,393
311	INTEREST EARNINGS	1,469	2,058	2,802	1,842	-	-
	TOTAL FUND	3,494,278	3,517,098	3,668,537	3,637,271	3,938,338	4,053,393
FUND: 205 CRYSTAL CITY SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	2,528,049	2,537,971	2,597,174	2,548,828	2,763,656	4,739,568
311	INTEREST EARNINGS	634	999	1,566	4,831	-	-
	TOTAL FUND	2,528,683	2,538,970	2,598,740	2,553,659	2,763,656	4,739,568
FUND: 206 COMMUNITY DEVELOPMENT							
570	HOUSING FUND CONTINGENT LOAN	-	-	67,969	15,372	-	-
718	FEDERAL AID - CDBG	1,426,365	3,539,293	979,764	4,596,784	1,713,320	1,845,258
719	FEDERAL RENTAL REHAB	41,437	82,497	289,210	348,387	1,373,292	1,385,884
901	TRANSFERS IN FROM FUND 101	-	-	574,270	94,981	-	-
	TOTAL FUND	1,467,802	3,621,790	1,911,213	5,055,524	3,086,612	3,231,142

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
FUND:	**208 SECTION 8 HOUSING**						
311	INTEREST	9,682	10,420	10,322	5,056	5,000	6,500
509	MISCELLANEOUS REVENUES	19,100	12,726	10,423	3,112	20,000	10,000
727	SECTION 8 HOUSING	17,351,041	18,162,520	18,646,847	18,103,559	19,086,761	19,576,597
728	HCV RESERVE	(218,773)	222,225	-	178,400	-	-
749	MISC FEDERAL REVENUE	329,927	383,356	364,065	94,848	95,313	95,313
	TOTAL FUND	17,490,977	18,791,247	19,031,657	18,384,975	19,207,074	19,688,410
FUND:	**313 CAPITAL**						
301	FINES	7,411	36,382	7,316	52,748	-	-
321	RENTAL & SALES OF SURPLUS	-	-	-	3,925	-	-
335	LEASE AGREEMENTS	-	-	-	118,865	-	-
405	FALLS CHURCH REIMBURSEMENTS	271	-	53,510	-	-	-
460	DEVELOPERS STREET LIGHTS	271,450	25,693	-	-	-	-
461	DEVELOPER/PROJECT RECEIPTS	1,248,920	628,775	4,193,456	3,356,301	-	-
509	MISCELLANEOUS	1,928,682	5,394,418	255,440	1,033,406	-	-
520	CABLE TV - PEG	885,364	855,346	568,797	1,210,837	-	-
521	CABLE TV - INET	221,277	736,587	422,742	-	-	-
531	NVTA REGIONAL SHARE	-	-	1,731,405	174,722	-	-
632	STATE AID NVTC	2,459,532	1,006,413	2,441,603	310,275	-	-
640	STATE TRANSPORTATION GRANTS	56,035	(10,357)	(3,953)	-	-	-
648	SIGNAL REIMBURSEMENT	2,475,059	-	-	-	-	-
649	MISC STATE GRANTS	5,201	-	-	-	-	-
655	VA GENERAL FUND-FED FUND MATCH	321,237	-	-	-	-	-
660	VA TRANS DEPT GRANTS	2,470,767	-	-	-	-	-
714	FEDERAL GRANTS	-	871,158	2,741,387	2,455,924	-	-
771	REVENUE FROM FEDERAL GOVT	10,578	-	-	-	-	-
806	BOND PREMIUM	-	17,846,867	10,929,844	18,396,431	7,000,000	1,125,000
808	PROCEEDS FROM LEASE PURCHASE	5,418,570	9,530,658	3,759,718	1,871,651	12,178,410	-
809	LINE OF CREDIT PROCEEDS	-	-	-	8,585,749		-
980	TRANSFER FROM GENERAL FUND	19,890,523	20,191,849	14,619,903	5,667,108	23,601,546	6,952,022
999	TRANSFER FROM FUND 799	-	21,650	-	-	-	
	TOTAL FUND	37,670,877	57,135,439	41,721,169	43,237,942	42,779,956	8,077,022
FUND:	**321 STORMWATER FUND**						
101	REAL ESTATE TAX	9,013,936	9,276,017	9,459,705	9,747,498	10,093,595	10,575,249
301	FINES	9,829	7,982	19,117	18,364	-	-
411	SEDIMENT/EROSION CONTROL	129,980	450,000	594,461	834,640	907,500	1,235,520
428	MISC REVENUE	-	-	-	-	-	-
455	CHESAPEAKE BAY FEE	-	-	-	160,000	210,000	215,250
649	MISC STATE GRANTS	31,295	1,143,567	365,009	-	-	-
	TOTAL FUND	9,185,040	10,877,566	10,438,292	10,760,502	11,211,095	12,026,019

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
FUNDS: 330 & 331 TRANSPORTATION CAPITAL FUND							
101	REAL ESTATE TAX	24,423,284	25,031,364	24,742,753	25,048,572	26,419,757	26,882,741
334	BASE RENT	-	-	162,957	-	-	-
461	DEVELOPER CONTRIBUTIONS	777,356	3,084,202	857,214	2,336,389	-	-
509	MISC REVENUES	845,417	1,471,551	894,394	629,784	-	-
530	NVTA LOCAL SHARE	11,796,879	12,297,156	10,171,860	8,710,709	7,938,761	8,668,304
531	NVTA REGIONAL SHARE	978,701	1,329,694	1,630,252	3,192,235	-	-
532	REGIONAL TOLL REVENUE	-	9,767	131,716	239,113	-	-
632	STATE AID	7,238,834	4,488,580	7,683,039	8,524,945	-	-
640	STATE TRANSPORTATION GRANTS	1,292,412	128,886	34,197	401,222	-	-
660	VDOT/REVENUE SHARING FUNDS	145	-	-	-	-	-
714	FEDERAL GRANTS	-	427,544	1,900,968	699,793	-	-
	TOTAL FUND	47,353,028	48,268,744	48,209,350	49,782,762	34,358,518	35,551,045
FUND: 335 CRYSTAL CITY TIF FUND							
101	REAL ESTATE TAX	3,980,241	5,396,172	5,157,771	5,040,366	5,964,730	6,202,220
461	DEVELOPER CONTRIBUTIONS	-	780,000	-	500,000	-	
531	NVTA REGIONAL SHARE	-	1,167,669	221,893	641,854	-	
632	STATE AID NVTC	537	3,612	8,578	31	-	
655	VIRGINIA GENERAL FUND - FED FUND MATCH	215,446	-	-	-	-	
714	FEDERAL GRANTS	-	168,250	171,337	187,403	-	
	TOTAL FUND	4,196,224	7,515,703	5,559,579	6,369,654	5,964,730	6,202,220
FUND 336: COLUMBIA PIKE TIF FUND							
101	REAL ESTATE TAX	308,369	601,844	-	189,070	496,660	1,094,670
	TOTAL FUND	308,369	601,844	-	189,070	496,660	1,094,670
FUND: 503 UTILITIES OPERATING							
311	INTEREST	135,520	106,547	73,843	270,000	75,000	125,000
321	RENTALS & SALES OF SURPLUS	161,370	164,908	168,675	170,372	174,120	179,400
426	APPLIANCE FEE RECYCLING	7,700	10,660	7,770	8,570	8,000	8,000
444	UTILITY MARKING FEE	182,094	224,217	226,120	225,791	195,000	215,000
482	WATER SEWER SERVICE	93,056,953	97,263,095	94,465,529	92,757,659	97,107,970	98,626,926
484	WATER SERVICE CONNECTIONS	1,282,297	1,249,315	1,193,850	1,016,035	1,265,000	1,265,000
486	SEWAGE TREAT. SERVICE CHARGES	3,781,654	3,182,544	3,699,669	4,044,812	4,005,200	4,105,200
488	FLOW TEST FEES	15,800	20,100	21,900	22,600	15,500	20,200
509	MISCELLANEOUS REVENUES	86,665	96,901	114,915	191,243	91,055	122,567
848	TREASURER'S RETURNED CHECK	-	300	-	-	-	-
	TOTAL FUND	98,710,053	102,318,587	99,972,271	98,707,082	102,936,845	104,667,293
FUND: 519 UTILITIES CAPITAL							
311	INTEREST ON GENERAL FUND	290,252	145,473	221,375	1,176,228	100,000	350,000
312	INTEREST ON BOND FUNDS	38,615	58,534	123,622	196,139	-	-
484	WATER SERVICE CONNECTION	-	-	500	-	-	-
485	WATER SEWER HOOK-UP CHARGES	5,474,991	4,822,363	8,710,176	6,158,068	5,000,000	8,000,000

SIX-YEAR REVENUE SUMMARY CODE	 DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
486	SEWAGE TREATMENT SERVICE CHRG	60,110	464,789	432,223	1,397,982	888,500	2,917,000
509	MISCELLANEOUS	31,572	68,745	34,556	6,428	-	-
771	REVENUE FROM FEDERAL GOVT	-		(134,176)	-	-	-
901	TRANSFER FROM FUND 101	-	400,000	600,000	400,000	-	-
953	TRANSFER FROM FUND 503	13,525,850	13,910,500	15,571,640	14,025,300	14,190,500	12,155,000
	TOTAL FUND	19,421,390	19,870,404	25,559,916	23,360,145	20,179,000	23,422,000
FUND:	**540 BALLSTON GARAGE**						
312	INTEREST	4,431	25,231	21,992	-	-	-
428	PARKING REVENUES	3,871,490	3,263,871	3,314,739	4,193,751	4,163,100	4,435,800
428	MISCELLANEOUS REVENUE	15,833	8,970	(24,612)	39,360	-	-
449	MISC SERVICE CHARGES	107,313	-	-	-	-	-
	TOTAL FUND	3,999,067	3,298,072	3,312,119	4,233,111	4,163,100	4,435,800
FUND:	**548 BALLSTON GARAGE - 8th LEVEL**						
428	PARKING REVENUES	374,270	267,492	307,289	263,433	263,400	253,200
	TOTAL FUND	374,270	267,492	307,289	263,433	263,400	253,200
FUND:	**570 CPHD DEVELOPMENT FUND**						
211	HOME IMPROVEMENT CONTRACT	-	50	75	-	-	-
221	HIGHWAY PERMITS	-	-	-	256	-	-
222	BUILDING PERMITS	8,039,077	8,837,919	10,212,492	9,356,869	15,254,787	15,281,374
223	ELECTRICAL PERMITS	2,207,204	2,079,902	3,099,797	2,702,704	3,234,834	3,157,414
224	PLUMBING PERMITS	1,375,746	1,382,552	1,797,206	1,903,081	2,366,536	2,313,190
225	MECHANICAL PERMITS	940,069	770,390	784,749	1,001,243	1,339,550	1,309,354
226	OCCUPANCY PERMITS	585,355	760,549	637,566	884,302	1,137,838	1,115,507
228	SIGN PERMITS	44,151	40,293	47,203	54,221	89,593	130,065
242	ELEVATOR CERTIFICATE FEES	821,164	1,106,671	1,189,586	931,876	1,518,156	1,483,934
243	ADMINISTRATIVE CHANGE	-	-	289	(736)	-	-
245	REZONING	-	-	-	23,567	-	-
247	VARIANCES/S F EXISTING	92,820	75,660	58,264	60,405	89,593	87,833
248	ZONING COMPLIANCE LETTERS	31,419	38,165	38,931	40,201	54,896	53,818
251	PLAN REVIEW - WALK THROUGHS	786,853	808,290	861,226	802,182	1,322,403	1,296,450
252	SUBDIVISION PLAT REVIEW	10,734	11,826	7,920	12,684	21,502	21,080
259	MISC LICENSES PERMITS & FEES	6,721	8,850	15,193	45,901	22,235	54,480
311	INTEREST	152,994	84,889	103,126	633,199	-	-
321	RENTALS & SALES OF SURPLUS	-	-	-	8,019	-	-
422	CASH OVER/SHORT	275	(30)	(6)	(2)	-	-
449	MISC SERVICE CHARGES	(7,066)	7,386	4,570	3,522	7,066	6,917
509	MISC REVENUE	8,280	294	83,297	83,668	52,774	51,738
999	TRANSFER IN FROM 799	-	-	284,701	-	-	-
	TOTAL FUND	15,095,796	16,013,656	19,226,185	18,547,162	26,511,763	26,363,154

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
FUND: 609 AUTOMOTIVE EQUIPMENT							
321	RENTALS & SALES OF SURPLUS	688,564	575,264	486,220	1,920,868	300,000	300,000
405	FALLS CHURCH REIMBURSEMENT	-	231,324	-	-	-	-
448	SERVICES TO OUTSIDE AGENCIES	20,365,432	19,673,398	19,971,263	19,170,894	16,854,974	17,725,065
509	MISCELLANEOUS REVENUE	776,521	510,131	528,709	489,225	521,000	521,000
512	THIRD PARTY RECOVERY	0	75,665	27,909	-	60,000	60,000
808	PROCEEDS FROM LEASE PURCHASE	1,535,518	-	-	-	-	-
901	TRANSFER FROM GENERAL FUND	-	100,500	-	-	-	-
903	TRANSFER IN FROM FUND 503	100,624	-	-	-	47,000	-
980	TRANSFER FROM GENERAL FUND	-	-	229,500	-	-	30,000
	TOTAL FUND	23,466,659	21,166,282	21,243,601	21,580,987	17,782,974	18,636,065
FUND: 611 PRINTING							
446	SERVICES TO AGENCIES	2,364,659	2,815,381	2,662,456	2,560,588	2,170,000	2,365,459
980	TRANSFER FROM GENERAL FUND	231,484	241,769	249,600	242,337	246,382	246,382
	TOTAL FUND	2,596,143	3,057,150	2,912,056	2,802,925	2,416,382	2,611,841
ARLINGTON PUBLIC SCHOOLS FUNDS*							
FUND: 880 SCHOOL OPERATING FUND							
400	CHARGES FOR SERVICES	9,903,997	3,027,924	3,100,882	3,965,921	4,016,800	3,737,300
500	CARRYOVER AND OTHER	(8,441,947)	-	(2,000,000)	(2,600,000)	10,229,808	18,924,939
692	VIRGINIA SALES TAX	23,067,985	24,458,713	26,332,866	28,417,611	30,377,851	31,905,594
690	COMMONWEALTH	35,122,440	37,206,067	39,034,873	42,366,817	44,585,780	46,309,749
700	FEDERAL FUNDS	-	309,052	646,080	973,071	800,000	1,000,000
808	PROCEEDS FROM LEASE PURCHASE	2,663,295	1,991,412	3,357,475	5,139,346	-	-
900	TRANSFERS IN	400,039,915	395,568,221	424,655,754	436,949,407	463,264,169	475,993,612
	TOTAL FUND	462,355,685	462,561,389	495,127,930	515,212,173	553,274,408	577,871,194
FUND: 881 FOOD AND NUTRITION SERVICES FUND							
300	INTEREST	-	-	58,162	-	-	-
400	CHARGES FOR SERVICES	4,044,090	4,503,088	4,686,471	5,351,526	4,810,000	5,501,748
500	CARRYOVER AND OTHER				-	180,000	-
600	COMMONWEALTH	97,425	231,007	129,552	119,523	183,000	270,459
700	FEDERAL FUNDS	4,828,771	5,444,180	5,681,988	5,759,159	5,555,000	5,700,000
	TOTAL FUND	8,970,286	10,178,275	10,556,173	11,230,208	10,728,000	11,472,207
FUND: 882 COMMUNITY ACTIVITIES FUND							
400	CHARGES FOR SERVICES	10,498,647	11,344,954	12,054,571	12,750,112	14,119,568	13,999,462
500	CARRYOVER/OTHER	-	-	75,296	5,137,867	-	-
900	TRANSFERS IN	5,232,405	5,510,043	5,422,007	(150,613)	6,125,305	6,164,592
	TOTAL FUND	15,731,052	16,854,997	17,551,874	17,737,366	20,244,873	20,164,054

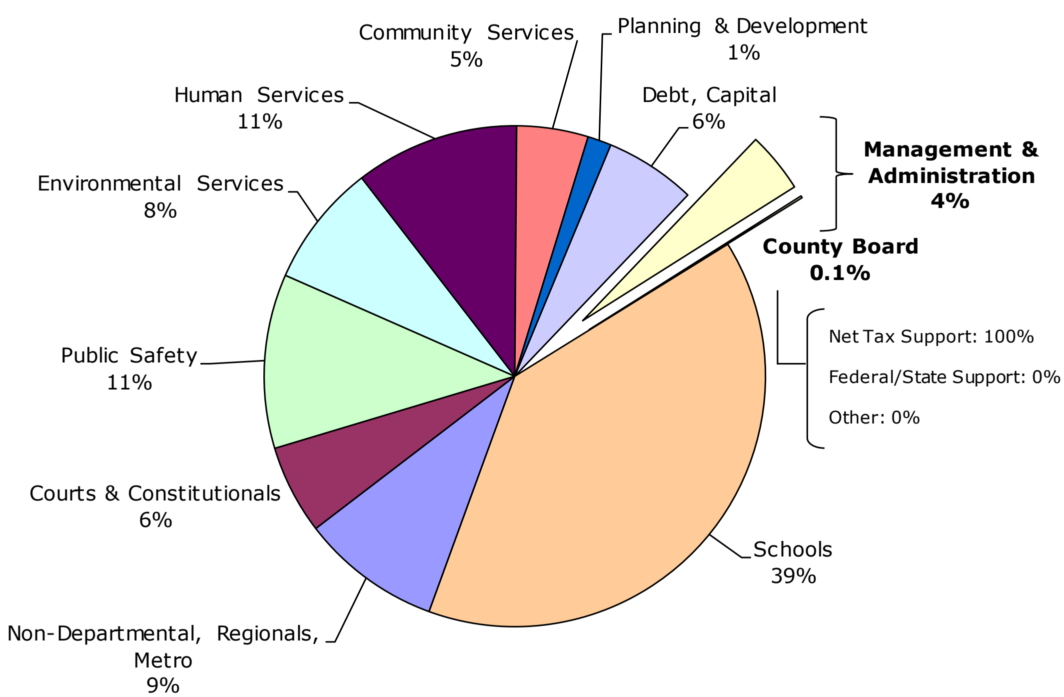
SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED
FUND:	**883 SPECIAL GRANTS**						
400	CHARGES FOR SERVICES	2,849,633	1,859,731	2,386,205	2,307,007	1,551,384	1,859,429
600	COMMONWEALTH	3,604,498	3,490,772	3,590,683	3,693,143	4,373,583	4,612,564
700	FEDERAL FUNDS	8,945,982	9,437,992	10,078,552	13,872,931	9,538,400	9,773,551
900	TRANSFERS IN		957,755	-	-	-	-
	TOTAL FUND	15,400,113	15,746,250	16,055,440	19,873,081	15,463,367	16,245,544
FUND:	**886 SCHOOL CONSTRUCTION AND CAPITAL FUND**						
500	CARRYOVER AND OTHER	-	-	-	-	4,616,362	2,117,500
600	COMMONWEALTH	-	131,429	713,467	-	-	-
808	PROCEEDS FROM LEASE PURCHASE	-	11,714,732	15,442,463	-	-	-
900	TRANSFERS IN	19,558,240	23,498,197	14,789,645	428,930	1,842,133	5,685,995
	TOTAL FUND	19,558,240	35,344,358	30,945,576	428,930	6,458,495	7,803,495
FUND:	**888 SCHOOL DEBT SERVICE FUND**						
500	CARRYOVER AND OTHER	100,000	-	-	-	303,088	684,474
900	TRANSFERS IN	44,430,851	46,243,129	50,311,876	53,695,031	58,857,474	59,921,266
	TOTAL FUND	44,530,851	46,243,129	50,311,876	53,695,031	59,160,562	60,605,740
FUND:	**889 SCHOOL COMPREHENSIVE SERVICES FUND**						
600	COMMONWEALTH	1,747,556	1,972,244	1,795,411	1,458,278	1,985,075	1,985,075
900	TRANSFERS IN	1,905,932	2,251,267	1,775,415	1,947,142	2,239,925	2,239,925
	TOTAL FUND	3,653,488	4,223,511	3,570,826	3,405,420	4,225,000	4,225,000
TOTAL	**ARLINGTON PUBLIC SCHOOLS**	**570,199,715**	**591,151,909**	**624,119,694**	**621,582,209**	**669,554,705**	**698,387,234**

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

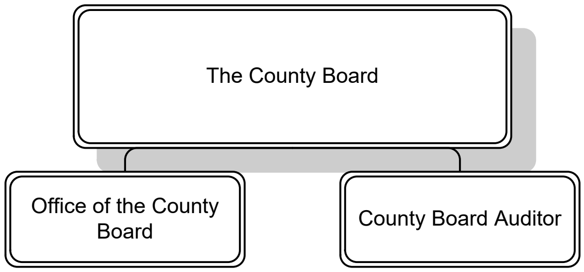
The Arlington County Board is Arlington's governing body and is vested with its legislative powers. Elected at-large, Board members serve staggered four-year terms and include an annually rotating chair, who is the official County head and presides over Board meetings, and a vice chair, both of whom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

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

FY 2021 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the County Board is $1,837,179, a twelve percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to a proposal to increase Board member salaries ($58,480), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time consultant funding for the County Auditor ($60,000) and one-time funding to digitize audio and microfilm records ($35,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,518,677	$1,598,029	$1,698,047	6%
Non-Personnel	113,361	44,132	139,132	215%
Total Expenditures	1,632,038	1,642,161	1,837,179	12%
Total Revenues	-	-	-	-
Net Tax Support	$1,632,038	$1,642,161	$1,837,179	12%
Permanent FTEs	10.00	10.00	10.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	10.00	10.00	

OFFICE OF THE COUNTY BOARD

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to a proposal to increase Board member salaries ($58,480), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due the addition of one-time funding to digitize audio and microfilm records ($35,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,318,256	$1,388,784	$1,480,850	7%
Non-Personnel	87,478	25,634	60,634	137%
Total Expenditures	1,405,734	1,414,418	1,541,484	9%
Total Revenues	-	-	-	-
Net Tax Support	$1,405,734	$1,414,418	$1,541,484	9%
Permanent FTEs	9.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of Constituent Correspondence Workflows closed within 15 business days	90%	90%	86%	95%	95%	95%
Percent of notifications of final Board actions sent within 2 days of approval of minutes	95%	95%	85%	85%	100%	100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of days for preparation of Board responses to correspondence	4	4	4	4	3	3
Financial disclosure forms processed	780	780	700	700	700	700
Legal advertisements placed	75	85	76	87	80	87
Number of commission/advisory group appointments	350	350	365	365	360	360
Number of GRAMS	2,200	3,000	2,700	3,200	3,000	3,000
Number of public hearings/meetings	75	85	76	85	85	87
Percent of employees fulfilling County training goals	100%	100%	100%	100%	100%	100%

- The metric "Percent of notifications of final Board action sent within 2 days" decreased in FY 2018 and remained at a similar level in FY 2019 due to vacancy of the Deputy County Clerk in FY 2019.
- The Government Response and Memorandum System (GRAMS) is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. GRAMS responses are used to both answer residents' questions and to inform all Board members on community issues.
- The decrease in "Number of public hearings/meetings" metric in FY 2018 reflects a slight decrease in the number of County Board work sessions held that year.
- The decrease in the FY 2018 actual of "Financial disclosure forms processed" is attributable to a FY 2018 County Code amendment which decreased the number of advisory groups required to submit financial disclosure forms.

PROGRAM MISSION

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due the addition of one-time consultant funding for the County Auditor ($60,000).

PROGRAM FINANCIAL SUMMARY

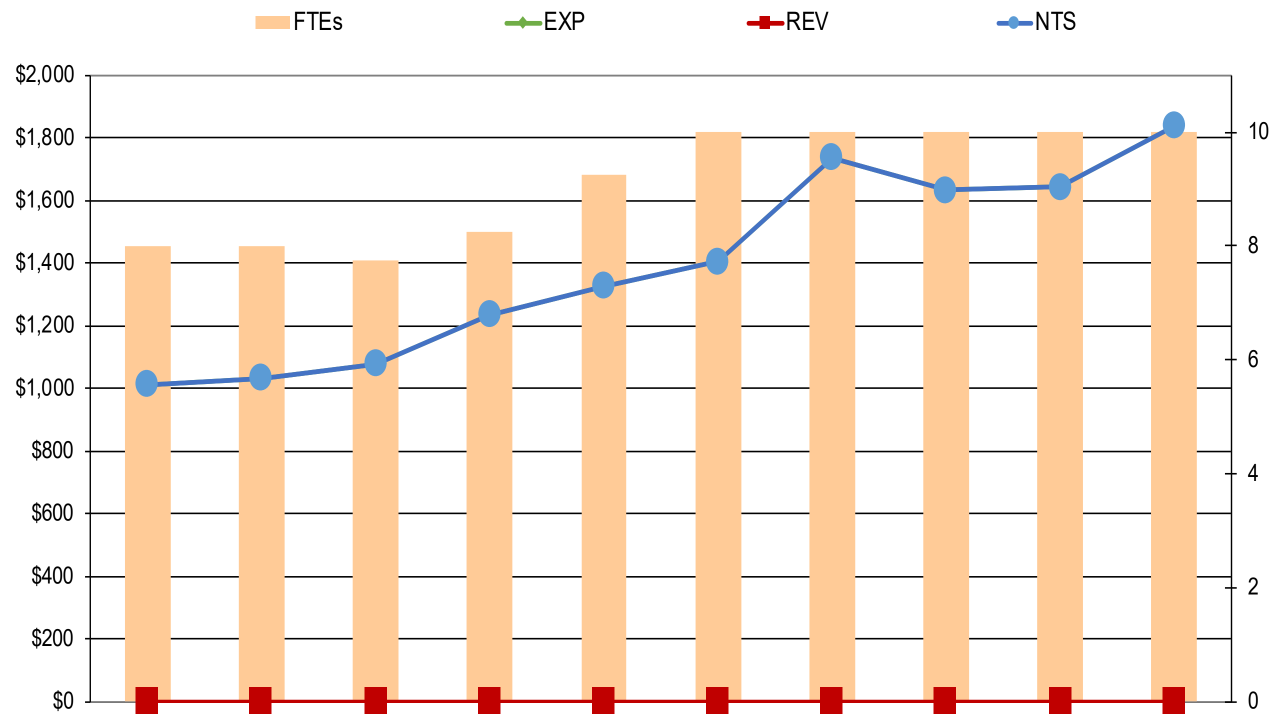
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$200,421	$209,245	$217,197	4%
Non-Personnel	25,883	18,498	78,498	324%
Total Expenditures	226,304	227,743	295,695	30%
Total Revenues	-	-	-	-
Net Tax Support	$226,304	$227,743	$295,695	30%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of audit plan complete	N/A	N/A	20%	28%	25%	50%
Percent of audit recommendations audited functions agrees with	N/A	N/A	92%	85%	85%	85%

- In FY 2019 there were four new performance audits on the Audit Work Plan, and three FY 2018 carried over. Of these seven, two (28%) were issued in FY 2019. Of the five audits not completed three were carried over, and two were moved to the Audit Horizon on the County Auditor's Annual Audit Work Plan.
- Two audits were issued in FY 2019. The audits contained 42 total recommendations. The audited agencies fully agreed with 36 (85%) of these recommendations, and partially agreed with 6 (15%) of the recommendations.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$1,013	$1,033	$1,078	$1,235	$1,327	$1,406	$1,737	$1,632	$1,642	$1,837
REV	-	-	-	-	-	-	-	-	-	-
NTS	$1,013	$1,033	$1,078	$1,235	$1,327	$1,406	$1,737	$1,632	$1,642	$1,837
FTEs	8.00	8.00	7.75	8.25	9.25	10.00	10.00	10.00	10.00	10.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board restored an Aide position to full-time ($17,671). ▪ The County Board set a new maximum salary ceiling for the period January 1, 2012 through December 31, 2015 of $57,337 for Board members and $63,071 for the Board Chairman. Actual Board salaries for FY 2012 are the same as FY 2011.	0.25
FY 2013	▪ The County Board approved a 2.3 percent increase in County Board salaries ($7,268). The Chair's salary will increase from $53,900 to $55,140, and Member salaries will increase from $49,000 to $50,127.	
FY 2014	▪ Eliminated a portion of an Administrative Assistant position ($14,170).	(0.25)
FY 2015	▪ The County Board added ongoing funding for a Policy Analyst position ($45,000).	0.50
FY 2016	▪ The County Board added an internal auditor position that will report to the County Board ($200,000).	1.0
FY 2017	▪ Converted a part-time Policy Analyst position to full-time. ▪ Added non-personnel funding for the County Board Auditor to continue funding at the same level as FY 2016 ($18,498). ▪ The FY 2017 budget includes a technical adjustment to correct the authorized FTE count for the Office of the County Board, there was no impact to net tax support.	0.50 0.25
FY 2018	▪ The County Board approved a 3.5 percent increase in County Board salaries. The Chair's salary will increase from $56,629 to $58,610, and Member salaries will increase from $51,480 to $53,282. ▪ Added $50,000 in one-time funding to begin digitizing historical County Board records.	
FY 2019	▪ The County Board approved a 3.5 percent increase in County Board salaries. ▪ Removed $50,000 in one-time funding to begin digitizing historical County Board records. ▪ Reduced the non-personnel expenditure budget by $40,000	

Fiscal Year	Description	FTEs
FY 2020	▪ Reduced the non-personnel budget by $20,000. The County Board Office focused on reducing discretionary spending in areas such as travel and training, printing, and office supplies and shift the costs of advertising, as appropriate, to the Development Fund for activities under its responsibility. ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($1,197).	

ARLINGTON
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OFFICE OF THE COUNTY MANAGER
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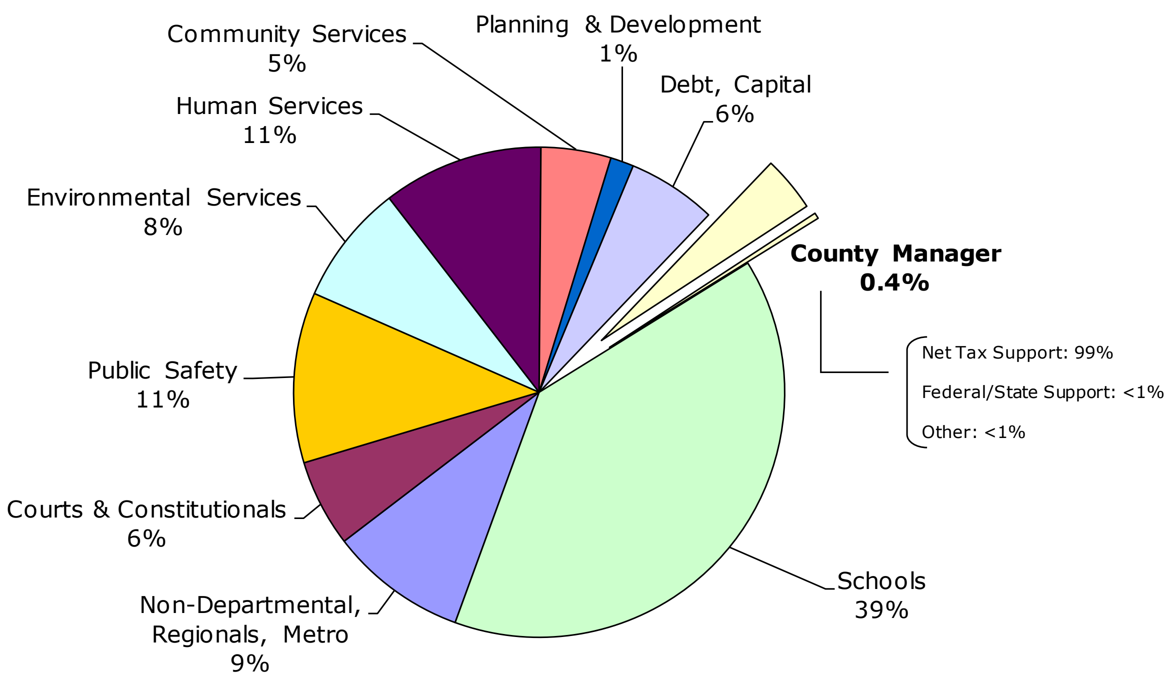
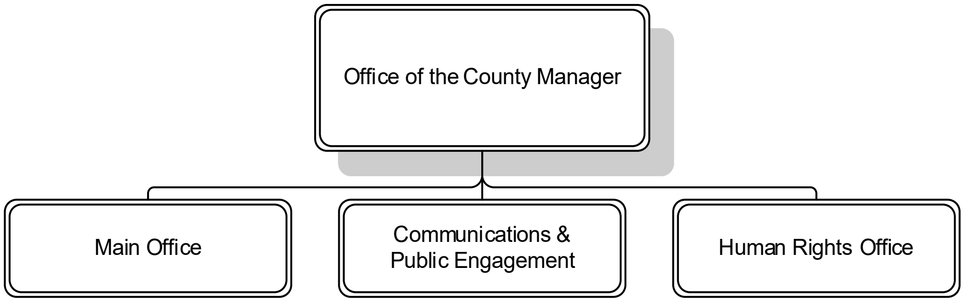
Our Mission: To assure that Arlington's government works

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

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Main Office

Communications & Public Engagement

Office of Human Rights

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the County Manager's Office is $5,404,392, a three percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to the addition of funding to begin more focused organizational conversations on how to nurture a more innovative culture ($200,000), partially offset by the elimination of one-time funding for an online civic engagement tool ($36,000).
- ↓ Revenue decreases due to an accounting adjustment for Freedom of Information Act (FOIA) reimbursements ($514) and an anticipated decrease in the Equal Employment Opportunity (EEO) grant ($8,300).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,015,116	$4,874,229	$4,875,591	-
Non-Personnel	320,021	360,192	528,801	47%
Total Expenditures	5,335,137	5,234,421	5,404,392	3%
Fees	3,511	3,000	2,486	-17%
Grants	22,400	28,500	20,200	-29%
Total Revenues	25,911	31,500	22,686	-28%
Net Tax Support	$5,309,226	$5,202,921	$5,381,706	3%
Permanent FTEs	33.00	31.00	31.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	33.00	31.00	31.00	

PROGRAM MISSION

To assure that Arlington's government works.

- Provide policy development and analytical support to the County Board.
- Provide leadership and executive management direction to County agencies to achieve the County Board's goals and policies.
- Fulfill the service delivery, financial, and reporting responsibilities of Arlington County Government.
- Represent the County's legislative interests before state, federal, and intergovernmental legislative bodies.
- Provide Constituent and Customer Services assistance to members of the public, including processing Freedom of Information Act (FOIA) requests and constituent inquiries through the Government Response and Memorandum System (GRAMS) system.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer of one position from the Communications and Public Engagement team (1.0 FTE), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to the addition of funding to begin more focused organizational conversations on how to nurture a more innovative culture ($200,000).
- ↓ Revenue decreases due to an accounting adjustment for Freedom of Information Act (FOIA) reimbursements ($514).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,531,543	$2,232,702	$2,348,644	5%
Non-Personnel	79,803	101,997	306,606	201%
Total Expenditures	2,611,346	2,334,699	2,655,250	14%
Fees	3,511	3,000	2,486	-17%
Total Revenues	3,511	3,000	2,486	-17%
Net Tax Support	$2,607,835	$2,331,699	$2,652,764	14%
Permanent FTEs	11.00	12.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	12.00	13.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of staff reports reviewed, approved and processed for County Board meetings (Board Reports)	442	500	522	463	479	479
Percentage of Board Reports Posted within 24 hours of County Board Meetings	1%	1%	0%	0%	0%	0%

- Staff reports, commonly referred to as Board Reports, are produced and distributed for items on the County Board meeting agendas. They provide the County Manager's recommendation and background information and details to support the decision-making process.
- The estimates for the percentage of Board Reports posted within 24 hours of County Board Meetings reflect the goal of County Manager’s Office to post all reports to the County’s website at least 24 hours before all County Board Meetings.

COMMUNICATIONS AND PUBLIC ENGAGEMENT

PROGRAM MISSION

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

Communications and Public Engagement

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to staff turnover, the transfer of one position to the Main Office (1.0 FTE), and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.

↓ Non-personnel decreases due to the elimination of one-time funding for an online civic engagement tool ($36,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,601,623	$1,844,943	$1,740,998	-6%
Non-Personnel	166,895	182,563	146,563	-20%
Total Expenditures	1,768,518	2,027,506	1,887,561	-7%
Total Revenues	-	-	-	-
Net Tax Support	$1,768,518	$2,027,506	$1,887,561	-7%
Permanent FTEs	16.00	14.00	13.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	14.00	13.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual number of views of online videos	253,481	300,000	363,576	414,453	425,000	450,000
Annual social media subscribers	23,354	34,241	39,970	46,314	50,000	60,000
Average number of Newsroom pageviews per month	37,647	45,337	44,510	63,492	65,000	70,000
Total annual E-Subscribers (Include Inside Arlington)	65,000	119,646	164,119	172,691	182,000	190,000
Total annual sessions/entrances on the County website (arlingtonva.us)	8,057,243	8,778,536	8,184,353	8,692,384	9,000,000	9,500,000
Total number of collective participants in County Manager directed engagements	N/A	N/A	N/A	17,289	20,000	25,000

- Social media subscribers include Facebook fans and Twitter followers.
- The use of new creative strategies, including video and graphics, to share news and stories with Arlington residents has led to the increase in views and subscribers.
- The number of collective participants in County Manager directed engagements reflect active public engagement initiatives for projects, policies, and planning efforts directed by the County Manager. They do not include those related to County Board and commission engagements.

PROGRAM MISSION

To help implement the County Board's vision that Arlington County be a diverse and inclusive community by ensuring that the County workforce and the County's services to residences are free of discrimination and accessible to all. Specifically, the Office of Human Rights:

- Receives, investigates, and resolves complaints alleging discrimination in the areas of employment, housing, public accommodation, credit, education, and commercial real estate transactions.
- Administers the County's reasonable accommodations program.
- Monitors the Affirmative Action Plan.
- Provides services for individuals with Limited English Proficiency.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to staff turnover and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↓ Revenue decreases due to an anticipated decrease in the Equal Employment Opportunity (EEO) grant ($8,300).

PROGRAM FINANCIAL SUMMARY

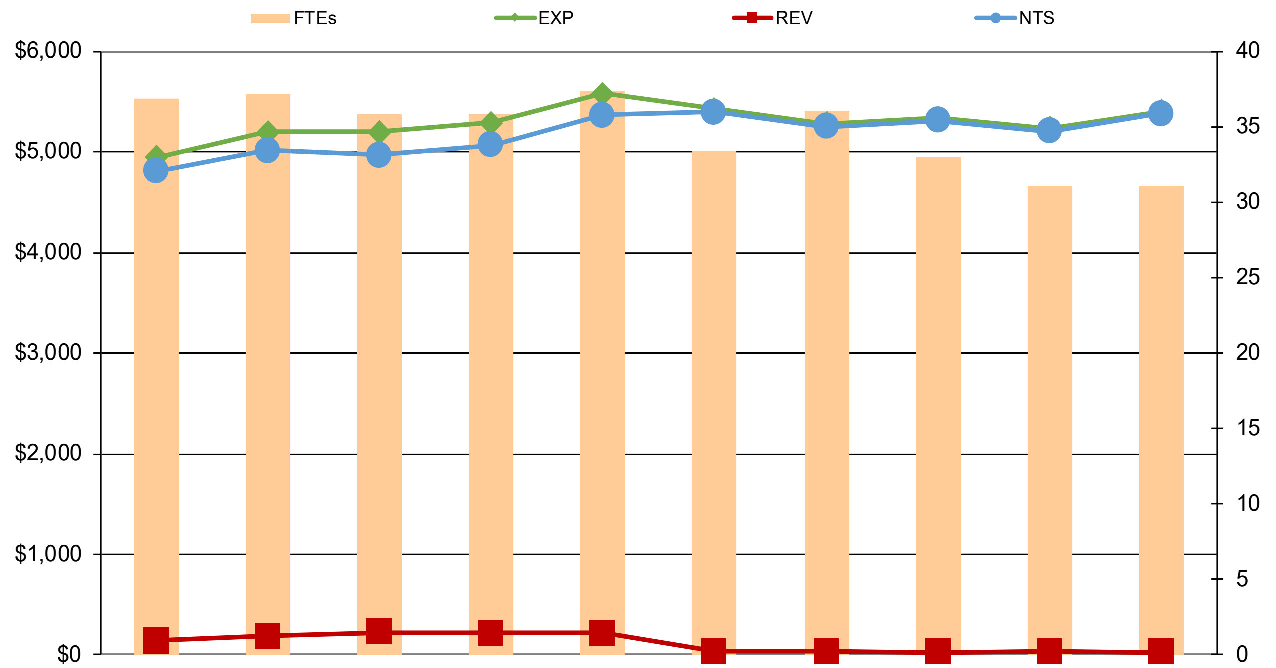
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$881,950	$796,584	$785,949	-1%
Non-Personnel	73,323	75,632	75,632	-
Total Expenditures	955,273	872,216	861,581	-1%
Grants	22,400	28,500	20,200	-29%
Total Revenues	22,400	28,500	20,200	-29%
Net Tax Support	$932,873	$843,716	$841,381	-
Permanent FTEs	6.00	5.00	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	5.00	5.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Participants satisfied with Equal Employment Opportunity (EEO) training	97%	97%	99%	100%	99%	99%
Percent of cases investigated by the Arlington Office of Human Rights appealed by complainants under the Arlington Human Rights Ordinance	8%	8%	4%	1%	4%	4%
Percent of appeals upheld by the County's Human Rights Commission	100%	100%	100%	100%	100%	100%
Percent of voluntary settlements	21%	18%	13%	19%	15%	15%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Completed EEO (employment discrimination) investigations dual-filed per the County's workshare agreement with the U.S. Equal Employment Opportunity Commission	NA	NA	28	24	24	24
Completed Human Rights Investigations for discrimination in housing, education, credit, public accommodations, and land transactions under the County's Human Rights Ordinance	NA	NA	11	5	12	12
Employees/applicants granted reasonable accommodation requests	12	26	36	40	40	40
Completed EEO investigations for County applicants and employees (Internal Function)	12	11	11	7	12	12
Number of ADA consultations provided by Office of Human Rights personnel to staff in County departments and agencies	83	34	69	70	60	60

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$4,947	$5,199	$5,192	$5,287	$5,579	$5,426	$5,282	$5,335	$5,234	$5,404
REV	$141	$183	$227	$220	$216	$34	$32	$26	$31	$23
NTS	$4,806	$5,016	$4,965	$5,067	$5,363	$5,392	$5,250	$5,309	$5,203	$5,381
FTEs	36.85	37.11	35.85	35.85	37.35	33.35	36.00	33.00	31.00	31.00

Fiscal Year	Description	FTEs
FY 2012	▪ Eliminated funding for the Fair Housing Survey ($47,000). On March 12, 2011, as part of the revision to the goals and targets for affordable housing, the County Board set a goal of conducting the survey every other year; it will next be conducted in FY 2013. ▪ Decreased revenue due to the state's elimination of grants to local Disability Services Boards ($7,750) and reduction in community corrections funding ($1,417). Equal Employment Opportunity revenue reduced based on estimated number of complaints ($4,500).	
FY 2013	▪ The County Board added one-time funding for two walking town meetings ($29,600 personnel, $11,400 non-personnel, 0.26 temporary FTE). ▪ The County Board added $100,000 in one-time funding for civic engagement. ▪ Personnel includes the transfer of funding supporting a position in the Main Office from the Pay-As-You-Go Capital fund ($130,000). ▪ One-time funding is included for the Fair Housing Survey in the Office of Human Rights ($50,000). The survey was last conducted during FY 2011 and is now scheduled to take place every two years instead of the previous schedule of every three years. ▪ New fee revenue is included for fees for copying and postage for Freedom of Information Act (FOIA) requests ($3,000) not previously budgeted. ▪ Fee revenue includes Falls Church reimbursements for Community Corrections ($12,786), not previously budgeted.	0.26
FY 2014	▪ Personnel includes the transfer of 0.5 FTE to the Department of Human Resources ($45,836) and the elimination of 0.26 temporary FTE added in FY 2013 with one-time funds to initiate the PLACE Walking Town Meetings ($29,600). ▪ Eliminated one-time funding for the FY 2013 PLACE initiative project ($11,400) and the County fair housing study ($50,000). ▪ Eliminated an Administrative Specialist position ($45,836). ▪ Reduced funding for travel ($1,500) and print shop ($2,500) accounts. ▪ Reduced funding in unclassified services ($1,035), consultants ($2,000), and operating supplies ($1,500). ▪ Reduced funding for printing ($2,000).	(0.76) (0.5)
FY 2015	▪ Eliminated one-time funding for civic engagement ($100,000). ▪ Added one-time funding for the Fair Housing Study in the Office of Human Rights ($50,000). The survey was last conducted in FY 2013 and is scheduled to take place every two years. ▪ Intra-County charges decreased due to a projected drop in agency requests for Citizen newsletter inserts ($7,000).	
FY 2016	▪ The County Board eliminated one issue of the Citizen ($28,056).	

Fiscal Year	Description	FTEs
	▪ Reduced funding for close captioning of ATV programs ($12,100).	
	▪ Eliminated one-time funding for the Fair Housing Study ($50,000).	
	▪ Added funding for contractual services for an enterprise e-news distribution tool ($25,000).	
	▪ Intra-County charges decreased due to a projected drop in agency requests for Citizen newsletter inserts ($11,000).	
	▪ Authorized FTEs were increased 0.5 to properly reflect the grant compliance position which must report to the Human Rights office. The salary for this position remains charged to the Transportation Capital Fund.	0.50
	▪ *Technical adjustment to correct the County Manager's authorized FTE count to include a Deputy County Manager's position that was already funded in the FY 2016 budget.*	*1.0*
	▪ *The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by $0.25. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase appropriated by the Board in June. As part of that action, the County Board appropriated one-time funding from PAYG to fund the restoration of one issue of the Citizen cut during the FY 2016 budget process.*	
FY 2017	▪ Transferred the Community Corrections Unit to the Department of Human Services ($429,983 in expense and $187,944 in revenue).	(4.0)
	▪ Added consultant funds to enable the County to live stream County Board work sessions and Transportation and Planning Commission meetings ($42,000).	
	▪ Added one-time funding for the Fair Housing Study ($50,000). The survey was last conducted in FY 2015 and is scheduled to take place every two years.	
	▪ *In FY 2016 Closeout, the County Board converted a temporary FTE to permanent full-time to support web streaming of public meetings and work sessions.*	*(0.65)*
FY 2018	▪ Added an legislative aide position ($100,000) and a Joint Facilities Advisory Committee (JFAC) support position ($102,508).	2.0
	▪ Eliminated one-time funding for the Fair Housing Study ($50,000).	
	▪ Transferred funding for County Board meeting related services to the County Board Office ($7,561).	
	▪ *The County Board transferred the Joint Facilities Advisory Committee (JFAC) support position ($116,168, 1.0 FTE) to Community Planning Housing and Development (CPHD) during FY 2017 closeout.*	*(1.0)*
FY 2019	▪ Transferred a grant compliance position to the Transportation Capital Fund. The grant compliance position was fully charged to Transportation Capital so there was no reduction in Net Tax Support as a result of the transfer.	(1.0)

Fiscal Year	Description	FTEs
	▪ Added one-time funding for the Fair Housing Study ($50,000). The survey was last conducted in FY 2017 and is scheduled to take place every two years.	
	▪ Added one-time funding for the resident satisfaction survey ($50,000).	
	▪ Eliminated the Citizen Newsletter ($82,088).	
	▪ Eliminated a vacant ATV Producer. The net savings is $83,215 as a portion of the salary savings was reallocated to fund additional contractor support ($32,240).	(1.0)
	▪ Reduced contractor support for Public Webcasting / Cablecasting ($47,081).	
FY 2020	▪ Eliminated a filled Government Affairs Liaison position ($187,725).	(1.0)
	▪ Eliminated a filled Administrative Assistant V position in the Human Rights Office ($95,431).	(1.0)
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($3,192).	
	▪ Eliminated $100,000 in biannual one-time funding for a Resident Satisfaction Survey and the Fair Housing Survey conducted in FY 2019.	
	▪ Added $36,000 in one-time funding for an online civic engagement tool.	

ARLINGTON
VIRGINIA

DEPARTMENT OF MANAGEMENT AND FINANCE

Maria Meredith, Director

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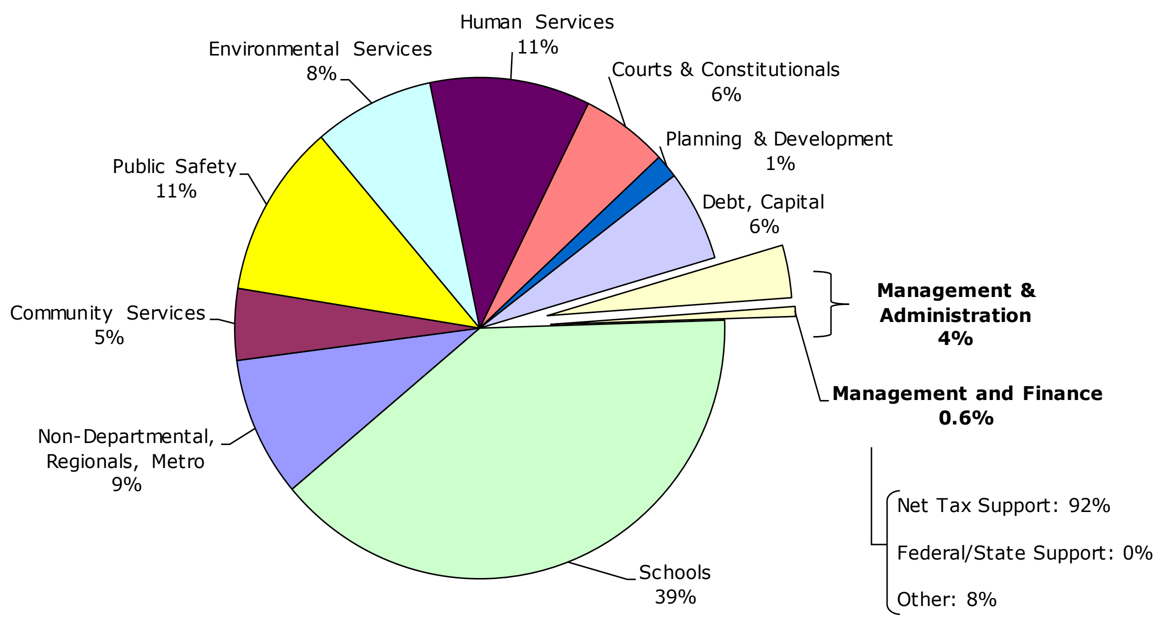
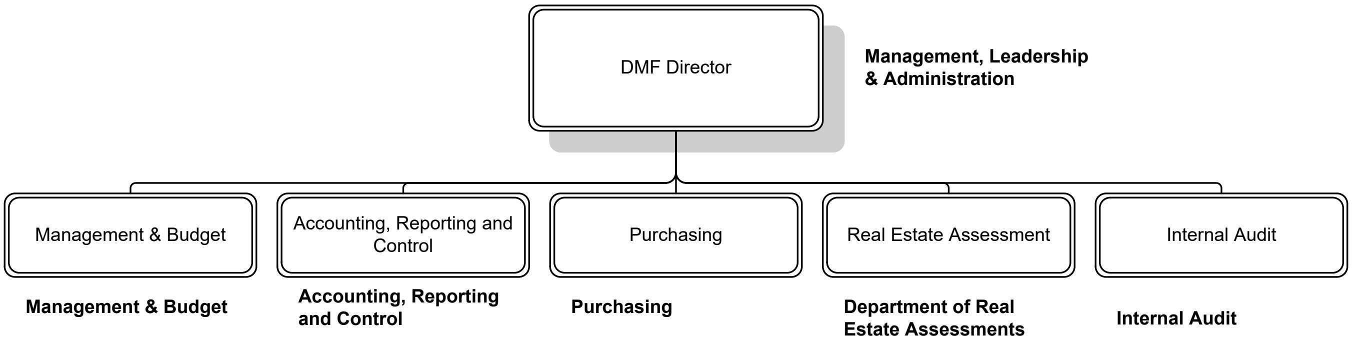
Our Mission: To ensure the prudent use of County resources

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

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Management and Finance is $8,915,874, a four percent increase from the FY 2020 adopted budget. The FY 2021 budget reflects:

- ↑ Personnel increases due to the addition of a Procurement Officer position in the Purchasing division and a Commercial Real Estate Appraiser position in the Real Estate Assessment division ($228,461, 2.0 FTEs), employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the contractual maintenance and licensure of the budgeting software to support internal and external financial reporting ($61,010), contractual maintenance, licensure, and support of the real estate mobile assessor software ($9,650), and a one-time increase ($50,000) for consultant services to support county-wide auditing.
- ↑ Fee revenue increases due to higher projections in the County's Purchase Card rebates based on the reconciliation of prior year actual revenue ($20,000).
- ↑ Transfers from other funds increases due to administrative fees to the Business Improvement Districts for the County-wide administrative support ($43,268).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$7,168,642	$7,723,489	$7,934,102	3%
Non-Personnel	835,854	861,112	981,772	14%
Total Expenditures	8,004,496	8,584,601	8,915,874	4%
Fees	389,878	319,000	339,000	6%
Transfers From Other Funds	366,831	373,981	417,249	12%
Total Revenues	756,709	692,981	756,249	9%
Net Tax Support	$7,247,787	$7,891,620	$8,159,625	3%
Permanent FTEs	58.50	58.50	60.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	58.50	58.50	60.50	

PROGRAM MISSION

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

Management

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

Budget

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the contractual maintenance, licensure, and support of the budgeting software to support internal and external financial reporting ($61,010).
- ↑ Fee revenue increases due to higher projections in the County's Purchase Card rebates based on the reconciliation of prior year actual revenue ($20,000).
- ↑ Transfers from other funds increases due to administrative fees to the Business Improvement Districts ($43,268) for County-wide administrative support.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,027,819	$2,323,844	$2,346,984	1%
Non-Personnel	116,539	304,590	365,600	20%
Total Expenditures	2,144,358	2,628,434	2,712,584	3%
Fees	374,023	312,000	332,000	6%
Transfers from Other Funds	366,831	373,981	417,249	12%
Total Revenues	740,854	685,981	749,249	9%
Net Tax Support	$1,403,504	$1,942,453	$1,963,335	1%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes
Percent variance between actual tax revenue and third quarter projection	1.56%	1.79%	0.53%	0.68%	1.00%	1.00%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Government Finance Officers Association (GFOA) Distinguished Budget Award received (yes/no)	Yes	Yes	Yes	Yes	Yes	Yes

ACCOUNTING, REPORTING & CONTROL

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to reallocation of non-personnel funds to Internal Audit and Department of Real Estate Assessments line of businesses ($2,678).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,347,869	$1,400,444	$1,416,427	1%
Non-Personnel	40,034	26,051	23,373	-10%
Total Expenditures	1,387,903	1,426,495	1,439,800	1%
Fees	10,805	7,000	7,000	-
Total Revenues	10,805	7,000	7,000	-
Net Tax Support	$1,377,098	$1,419,495	$1,432,800	1%
Permanent FTEs	9.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	9.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Consolidated Annual Financial Plan (CAFR) received the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence"	Yes	Yes	Yes	TBD	Yes	Yes
CAFR received "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Auditor of Public Accounts Transmittal and CAFR prepared by state deadline	Yes	Yes	Yes	Yes	Yes	Yes

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to adjustments to reflect actual salaries and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.

↑ Non-personnel increases due to a reallocation of non-personnel funds from the Accounting, Reporting and Control line of business for staff training and travel ($400), and a one-time increase for consultant services to support county-wide auditing ($50,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$172,949	$273,908	$239,715	-12%
Non-Personnel	211,189	187,000	237,400	27%
Total Expenditures	384,138	460,908	477,115	4%
Total Revenues	-	-	-	-
Net Tax Support	$384,138	$460,908	$477,115	4%
Permanent FTEs	1.50	1.50	1.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.50	1.50	1.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of audits completed	6	14	9	5	6	6

- The FY 2020 estimate is based on the expected completion of six audits as reflected in the "Internal Audit Work Plan First Half Fiscal Year 2020".

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of a Procurement Officer position ($124,615 1.0 FTE), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to reallocation of non-personnel funds to the Department of Real Estate Assessments line of business ($2,900).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,142,846	$1,185,276	$1,268,659	7%
Non-Personnel	158,139	37,744	34,844	-8%
Total Expenditures	1,300,985	1,223,020	1,303,503	7%
Fees	5,000	-	-	-
Total Revenues	5,000	-	-	-
Net Tax Support	$1,295,985	$1,223,020	$1,303,503	7%
Permanent FTEs	9.00	9.00	10.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	10.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of protests of purchasing actions upheld by a final authority (court)	0	0	0	0	0	0

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Emergency procurements processed	31	22	25	7	18	18
Formal bids and contracts processed	180	242	218	203	221	221
Informal bids and contracts processed	156	357	312	339	336	336
Sole source procurements processed	63	50	62	31	30	27

- FY 2017 performance measures were revised in FY 2019 to align with updated reports.
- The reduced number of emergency procurements, formal bids and contracts, and sole source procurements processed in FY 2019 is attributed to the issuance of new awards with multiple year renewal options; and Departments are more aware that active County contracts may be used across the county for procuring goods or services in many instances. In FY 2020 and FY 2021, a small increase in the volume of procurements processed is anticipated as planning efforts continue to evolve and improve.
- A contract may be awarded without competitive bidding or competitive negotiations when the Purchasing Agent determines that there is only once source practically available. Goods or Services may be approved as a single source due to the County's current use of the software or services that make it practical to use the same vendor to continue or add to current services.

DEPARTMENT OF REAL ESTATE ASSESSMENTS

PROGRAM MISSION

To provide for the fair assessment of Arlington property.

- Appraise all real property in Arlington County (except for state assessed public service corporation property, railroad, and pipeline property).
- Notify homeowners of assessments.
- Conduct administrative review of assessments.
- Maintain records of property ownership.
- Defend assessments before the Board of Equalization and provide assistance to the County Attorney for legal defense of assessments.
- Continue to evaluate new software technology that will enhance and streamline the County's assessment processes.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of one Commercial Real Estate Appraiser position ($103,846, 1.0 FTE), employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↑ Non-personnel increases for contractual maintenance, licensure, and support of the real estate mobile assessor software ($9,650), reallocation of non-personnel funds from the Accounting, Reporting and Control and Purchasing line of businesses ($5,178), and adjustments to the annual expense for maintenance and replacement of County vehicles ($24).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,477,160	$2,540,017	$2,662,317	5%
Non-Personnel	309,952	305,727	320,555	5%
Total Expenditures	2,787,112	2,845,744	2,982,872	5%
Fees	50	-	-	-
Total Revenues	50	-	-	-
Net Tax Support	$2,787,062	$2,845,744	$2,982,872	5%
Permanent FTEs	23.00	23.00	24.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.00	23.00	24.00	

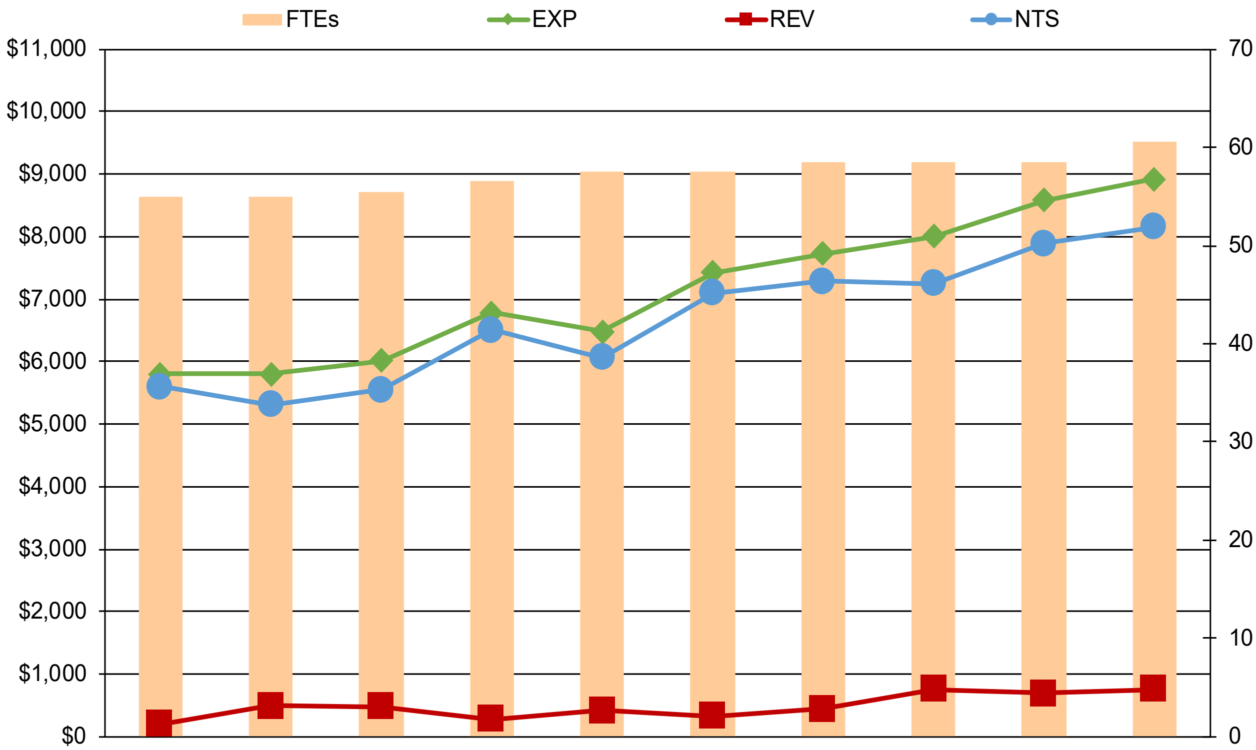
PERFORMANCE MEASURES

Critical Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate	CY 2021 Estimate
Assessment/sale ratio	0.94	0.94	0.94	0.94	0.97	0.97
Coefficient of dispersion	0.07	0.07	0.08	0.08	0.08	0.08
Price related differential (PRD)	1	1	1	1	1	1

Supporting Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate	CY 2020 Estimate
Deeds and wills reviewed by Real Estate staff	5,264	5,512	5,675	5,351	5,500	5,500
Number of Board of Equalization (BOE) appeals	525	257	237	287	300	300
Number of parcels appraised	66,125	66,225	66,292	66,425	66,500	66,500
Number of parcels inspected	7,462	4,105	3,629	2,849	4,000	4,000
Number of parcels reviewed	939	515	614	462	600	600
Real property tax base (in billions)	$71.30	$73.40	$75.00	$77.60	$81.20	$84.40

- Real estate assessments are performed on a calendar-year basis; therefore, all statistics are collected by calendar year.
- The assessment/sale ratio is the ratio of the assessed value to the sale price of a property, a data point collected and published by the Commonwealth of Virginia.
- The coefficient of dispersion is a ratio used to measure how sale prices for property during a given period vary from assessed values. A low coefficient of dispersion indicates that properties are fairly assessed — that the average assessed value deviates very little from the average market value of properties.
- The price related differential (PRD) measures the regressivity or progressivity of assessments. Assessments are considered regressive if high-value properties are under appraised relative to low-value properties. The most desirable PRD would be 1.
- The number of deeds and wills reviewed by Real Estate staff is based on activity in the market.
- In CY 2019, the drop in parcels inspected and reviewed was due to staff turnover, new mobile Assessor software trainings, and an increased focus on researching condominium renovated parcels and land studies. Proficiencies gained with the new mobile Assessor are in support of the CY 2020 and CY 2021 estimates.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$5,805	$5,797	$6,018	$6,781	$6,480	$7,428	$7,725	$8,005	$8,585	$8,916
REV	$204	$492	$474	$273	$419	$326	$443	$757	$693	$756
NTS	$5,601	$5,305	$5,544	$6,508	$6,061	$7,102	$7,282	$7,248	$7,892	$8,160
FTEs	55.00	55.00	55.50	56.50	57.50	57.50	58.50	58.50	58.50	60.50

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added 1.0 FTE to the Purchasing Division to assist with the increase in capital project solicitations ($108,551).	1.0
	▪ Non-personnel expenses increased due to the operating costs of the Department of Real Estate Assessment's new computer system to support the County's appraisal, assessment, and administrative processes ($84,040), which is launching in the third quarter of FY 2012, partially offset by decreasing vehicle costs ($1,925).	
	▪ Revenues increased due to higher revenue from the business improvement districts (BIDs), as well as the creation of the Ballston business improvement district in FY 2011 ($20,712). Fees charged to BIDS are a percentage of BID revenues generated by an additional tax on commercial properties.	
FY 2013	▪ No significant changes.	
FY 2014	▪ The County Board added one-time funding for a Capital Projects Coordinator in the Management and Budget Division ($131,645).	1.0
	▪ Eliminated 0.5 of 1.0 FTE Assistant Director, Real Estate Assessment ($80,241) as part of the County-wide budget reductions.	(0.5)
	▪ Non-personnel expenses increased due to the addition of one-time funding for internal audit services and adjustments to the annual expense for the maintenance and replacement of County vehicles ($254,730).	
FY 2015	▪ Removed FY 2014 one-time funding for the Capital Project Coordinator ($131,645).	
	▪ Removed FY 2014 one-time funding for internal audit ($250,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($337).	
	▪ Added a Procurement Officer position in the Purchasing Division ($120,000).	1.0
	▪ *The County Board added one-time funding for internal audit as part of FY 2014 closeout ($200,000).*	
	▪ *During FY 2015, reallocated a 0.5 FTE position from the Real Estate Assessment line of business to serve as a budget and financial analyst in the Management and Budget line of business.*	
FY 2016	▪ Converted temporary Internal Audit Position to permanent ($50,912).	0.5
	▪ Converted previously authorized overstrength employee to permanent Financial Analyst to continue capital project monitoring in support of the County's growing CIP ($55,212).	0.5
	▪ Converted previously authorized limited term full-time employee to permanent Financial Analyst to continue capital project financial monitoring. The salary for this position remains fully charged to Pay-As-You-Go Fund and does not change the authorized FTE count.	

Fiscal Year	Description	FTEs
	▪ Reallocated funds and personnel within the department to create the Internal Audit line of business and added $200,000 in ongoing non-personnel funding to support the internal audit operations.	
	▪ *Reclassified 2.0 limited term full-time employees to 2.0 permanent full-time County funded positions in the Department of Real Estate Assessments Line of Business.*	
FY 2017	▪ No significant changes.	
FY 2018	▪ Added a purchasing position to support the increasing demands of capital projects (no general fund support – salary charged to capital projects).	1.0
	▪ Fee revenue increases for the addition of administrative fees and annual property tax payment related to the Arlington/Alexandria Waste-to-Energy Plant ($94,000).	
FY 2019	▪ The County Board adopted a one-time tax rate increase for the Ballston Business Improvement District which increased the Transfers from Other Funds revenue derived from administrative fees ($5,176).	
	▪ Transfers from other funds increased due to the County increasing administrative fees to the Business Improvement Districts ($75,218) from one percent to two percent for County-wide administrative support.	
	▪ Elimination of a vacant limited-term Staff Support Technician ($90,076).	(1.0)
	▪ The adopted budget reflects the transfer in of resources from DTS to support the PRISM Enterprise System through the addition of an IT analyst position in DMF ($144,488).	1.0
	▪ *Reclassified 1.0 limited term full-time employee to 1.0 permanent full-time County funded positions in the Management and Budget Line of Business.*	
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($1,729).	
	▪ Reduced consultant funding used to help implement county-wide auditing ($50,000).	
	▪ Increased projection for the real estate taxes paid by the operator of the Alexandria Waste to Energy plant ($10,000).	

ARLINGTON
VIRGINIA

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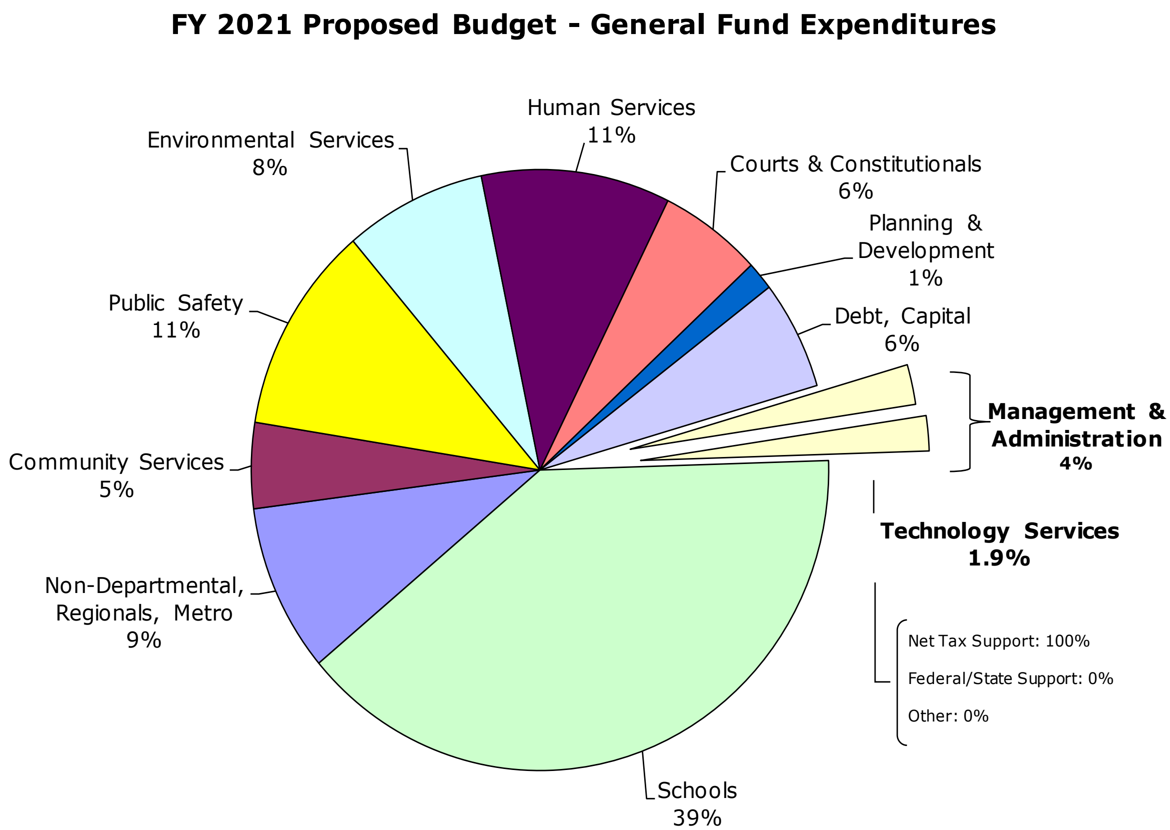
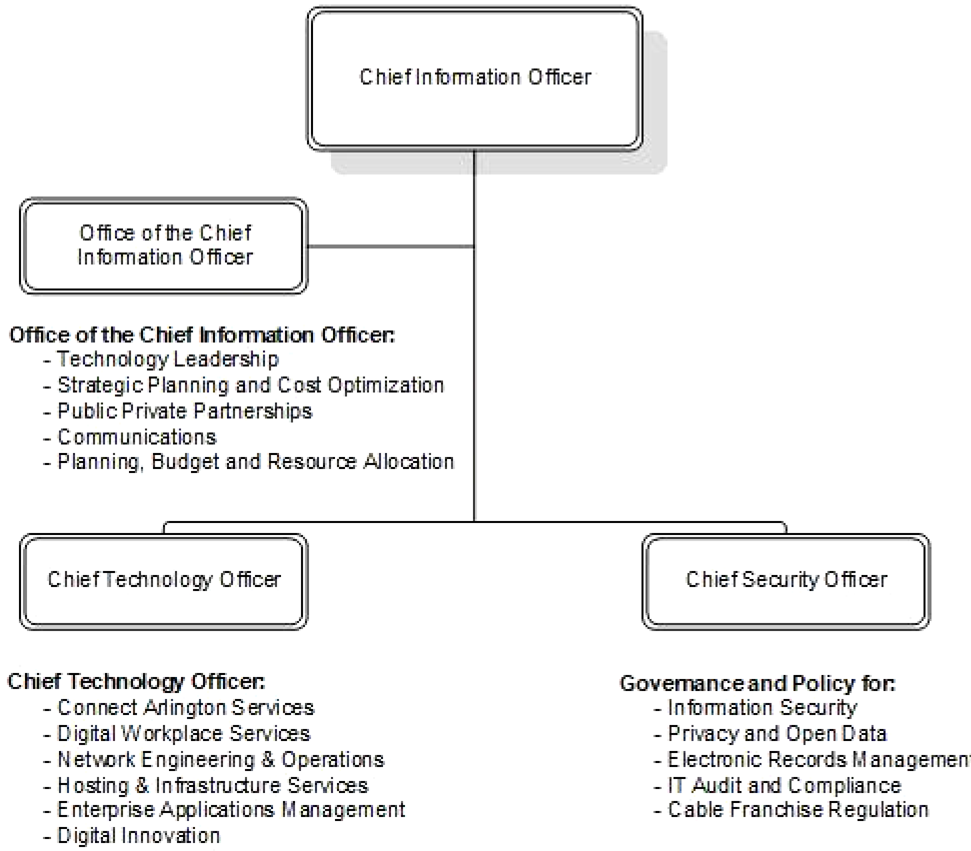
Our Mission: To provide technology resources for the County and set the vision for future technology investments



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Technology Services is $26,332,140, a fourteen percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from a recent job family study for IT positions, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections and the following changes below.
  - Conversion of an existing un-budgeted overstrength position to provide audio visual support to the Bozman County Government Center ($111,560, 1.0 FTE)
  - Conversion of non-personnel funds to create three Network Administrator positions ($529,485 including $40,422 in net tax support, 3.0 FTEs).
  - The addition of one limited term FTE to serve as the Project Manager for the Enterprise Resource Planning (ERP) system (PRISM) upgrade.
- ↑ Non-personnel increases primarily due to:
  - Strategic security investments ($2,036,349);
  - On-going funding for software licensing costs ($180,175), maintenance costs for the County's revenue and collection system ($56,000), Onbase ($25,000) and Oracle ($10,118), data and cloud storage costs ($61,598), increased costs to continue migration from the County's Networks Operations Center to a cloud platform ($54,000), adjustments

to the annual expense for maintenance and replacement of County vehicles ($67), and one-time funding for warranty extensions ($21,235).

- Increases are partially offset by the conversion of contractor funds to fund the positions listed above ($489,063) and the removal of FY 2020 one-time funds for the:
  - Technology Asset Management System ($250,000);
  - County website refresh ($100,000);
  - Migration from the County's Network Operations Center to a cloud platform ($32,500).
- The Department of Technology Resources underwent a reorganization to reallocate existing security and data privacy resources into a separate line of business due to their increased level of importance and visibility. Additionally, the digital innovation function is now included in the Enterprise Technology and Applications Services line of business to better incorporate the digital innovation development process into the department's day-to-day operations. Budget and actuals have been revised to reflect this internal reorganization.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$11,706,711	$13,235,977	$14,938,001	13%
Non-Personnel	14,452,178	13,317,024	14,890,003	12%
Subtotal	26,158,889	26,553,001	29,828,004	12%
Intra County Charges	(4,130,227)	(3,495,864)	(3,495,864)	-
Total Expenditures	22,028,662	23,057,137	26,332,140	14%
Total Revenues	-	-	-	-
Net Tax Support	$22,028,662	$23,057,137	$26,332,140	14%
Permanent FTEs	74.00	80.00	85.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	74.00	80.00	85.00	

OFFICE OF THE CHIEF INFORMATION OFFICER

PROGRAM MISSION

Provide countywide leadership on the investment and adoption of technology to satisfy the technology needs of the government. The Office of the Chief Information Officer provides the services outlined below. Due to their increased importance and visibility, Security, Data Privacy and Records Management are now a distinct line of business.

Technology Leadership

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

Strategic Planning and Cost Optimization

- Provide stewardship over long-term technology strategies including the Technology Master Plan 2020 and beyond.
- Provide technology governance to assure the alignment of technology investments with the vision and strategy of the Technology Master Plan.
- Provide leadership in the definition and delivery of business value from technology investments.
- Engage all stakeholders in sharing a common vision for digital services.
- Perform continuous review, assessment and adjustment of enterprise technology acquisitions to achieve cost optimization.
- Establish qualitative objectives and measurable results to determine progress toward achievement of the desired outcomes.

Public/Private Partnerships

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

Communications

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

Planning, Budget and Workforce Allocation

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

OFFICE OF THE CHIEF INFORMATION OFFICER

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from a recent job family study for IT positions, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($67).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,084,032	$1,225,640	$1,333,709	9%
Non-Personnel	465,705	442,398	442,465	-
Total Expenditures	1,549,737	1,668,038	1,776,174	6%
Total Revenues	-	-	-	-
Net Tax Support	$1,549,737	$1,668,038	$1,776,174	6%
Permanent FTEs	6.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	7.00	7.00	

PERFORMANCE MEASURES

The Department of Technology Services is in the process of updating its performance measures to align with the department's strategic goals which are to: sustain existing County technology tools and infrastructure and modernize County technology to respond to emerging resident and employee needs. The relevant goals are identified in front of each measure in the following section.

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Modernize: Information technology pipeline projects	24	20	25	26	30	35

- The number of information technology projects in the DTS pipeline demonstrates the level of effort performed to both sustain and modernize County tools and technology. The growth in pipeline projects is based on a continued focus on partnering with County departments to implement information technology projects.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

PROGRAM MISSION

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

Starting in FY 2020, Digital Innovation, previously its own line of business, became a part of the Enterprise Technology and Application Services line of business to better incorporate their development processes into our day to day operations.

ConnectArlington Services

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

Digital Workplace Services

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

Network Engineering and Operations

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

Hosting and Infrastructure Services

- Secure, sustain, and refresh the computing infrastructure for the County's applications and systems.
- Data Center Management and Hosting Services - manage the physical locations of the Network Operations Centers, including Disaster Recovery (DR) and Continuity of Operations (COOP) plans for critical business systems.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- Manage off-premise application hosting and cloud solutions to include beginning the migration to a new cloud platform.

Enterprise Applications Management

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

Digital Innovation

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, the position changes described below, adjustments to salaries resulting from a recent job family study for IT positions, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

- Conversion of an existing un-budgeted overstrength position to provide audio visual support to the Bozman County Government Center ($111,560, 1.0 FTE)
- Conversion of non-personnel funds to create three Network Administrator positions ($529,485 including $40,422 in net tax-support, 3.0 FTEs).
- The addition of one limited-term FTE to serve as the Project Manager for the County's Enterprise Resource Planning (ERP) system (PRISM) upgrade.

↓ Non-personnel decreases due to the conversion of contractor funds to fund the positions listed above ($489,063) and the removal of FY 2020 one-time funds for the:

- Technology Asset Management System ($250,000);

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- County website refresh ($100,000);
- Beginning of the migration from the County's Network Operations Center to a cloud platform ($32,500 one-time);
- These decreases are partially offset due to on-going funding for software licensing costs ($173,775), maintenance costs for the County's revenue and collection system ($56,000), Onbase ($25,000) and Oracle ($10,118), data and cloud storage costs ($61,598), increased costs to continue migration from the County's Networks Operations Center to a cloud platform ($54,000), and one-time funding for warranty extensions ($21,235).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$9,182,458	$10,381,976	$11,846,736	14%
Non-Personnel	13,493,699	12,412,844	11,943,007	-4%
Subtotal	22,676,157	22,794,820	23,789,743	4%
Intra-County Charges	(4,130,227)	(3,495,864)	(3,495,864)	-
Total Expenditures	18,545,930	19,298,956	20,293,879	5%
Total Revenues	-	-	-	-
Net Tax Support	$18,545,930	$19,298,956	$20,293,879	5%
Permanent FTEs	62.00	64.00	69.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	62.00	64.00	69.00	

PERFORMANCE MEASURES

The Department of Technology Services is in the process of updating its performance measures to align with the department's strategic goals which are to: sustain existing County technology tools and infrastructure and modernize County technology to respond to emerging resident and employee needs. The relevant goals are identified in front of each measure in the following section.

Technology Support Center

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Sustain: Average days to resolve Helpdesk tickets	N/A	N/A	5.2	4.6	4.0	4.0
Sustain: Percentage of Help Desk tickets entered through Customer Self Service portal	N/A	N/A	41%	49%	50%	50%
Sustain: Number of Managed Cellular Devices	2,659	2,897	2,763	2,790	2,800	2,800

- In FY 2017, the Technology Support Center (TSC) implemented a new customer solution center system that uses new metrics to facilitate the user experience for County staff (Average Days to Resolve Helpdesk Tickets and Customer Self Service). The customer solution center

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

has resulted in efficiencies in HelpDesk ticket resolution in FY 2019 and that trend is expected to continue.

Network Engineering and Operations

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Modernize: APS Sites Supported	11	16	41	41	43	43
Modernize: Average Internet Bandwidth	200 MBPS	250 MBPS	500 MBPS	10 GBPS	10 GBPS	10 GBPS
Modernize: Number of County Servers Supported (virtual)	511	533	562	588	630	685
Modernize: Wireless Access Points (WAP) Count	472	656	799	883	1,000	1,100

- The above measurements are recorded in Megabytes Per Second (MBPS) and Gigabytes Per Second (GBPS).
- Average Internet Bandwidth increases due to increased reliance on Cloud computing.
- The number of County servers supported has increased over time due to new application service offerings such as PermitArlington, Utilities Billing and the ACE Revenue and Collection System refreshment.
- The number of wireless access points has increased over time due to facilitate the growth in County mobile devices. This trend is expected to continue.

Hosting and Infrastructure Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Modernize: Cloud Data Storage	18 TB	25 TB	28 TB	92 TB	150 TB	220 TB
Modernize: County-managed Data Storage	68 TB	75 TB	90 TB	102 TB	125 TB	145 TB

- The above measurements are recorded in Terabytes (TB).
- The growth in cloud storage over time is due to a combination of increased demand as well as County guidance to store files in the cloud rather than other storage options. As more files are stored in the cloud, the increase in demand has stabilized for County managed data storage. This trend is expected to continue.

Enterprise Applications Management and Support

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Sustain: Number of taxpayers actively using the Customer Assessment and Payment Portal (CAPP) i.e. signed in at least once within two years	80,314	83,546	86,338	89,355	95,500	98,500
Sustain: Percent of taxbase using the Customer Assessment Payment Portal	34%	35%	35%	36%	38%	39%

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

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

Digital Innovation

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Modernize: Number of digital equity sites	N/A	N/A	N/A	2	2	2
Modernize: Number of affordable dwelling units served by digital equity	N/A	N/A	N/A	76	379	455
Modernize: Published datasets	N/A	6	11	112	150	200

- Digital equity is the assurance that all individuals, including the most disadvantaged populations, have equal access to the information and technology necessary to participate in society. The FY 2020 Budget established a Digital Equity Network that leverages existing County fiber-optic infrastructure to connect facilities and community non-profits serving low-income and other disadvantaged individuals. Therefore, the number of digital equity sites and affordable dwelling units served was added as a measure in FY 2020. The increases in both numbers reflect more residents being served by digital equity as well as the expansion of the Digital Equity Network for the delivery of services to enable digital and health equity.
- The number of published datasets has increased and will continue to increase as part of the County's Open Data Initiative.

SECURITY AND DATA PRIVACY

PROGRAM MISSION

Due to their increased importance and visibility, Security, Data Privacy and Records Management are now a distinct line of business. Its mission is to provide county-wide leadership through the full information life-cycle to satisfy the technology policy and governance needs of the County. The Office of the Chief Security Officer provides the services outlined below.

Information Security

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

Privacy and Open Data

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

Electronic Records Management

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

IT Audit and Compliance

- Review governance policies and procedures with individual departments to track gaps and assess enterprise technology risk.
- Encourage incremental changes across the County to drive increased compliance with published policies and standards.
- Respond to external audits with timely and accurate information.

Cable Franchise Regulation

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

SECURITY AND DATA PRIVACY

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries based on a recent job family study for IT positions, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to strategic security investments ($2,036,349) and an increase in existing software licensing costs ($6,400).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,440,222	$1,628,360	$1,757,556	8%
Non-Personnel	492,773	461,782	2,504,531	442%
Total Expenditures	1,932,995	2,090,142	4,262,087	104%
Total Revenues	-	-	-	-
Net Tax Support	$1,932,995	$2,090,142	$4,262,087	104%
Permanent FTEs	8.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	9.00	9.00	

PERFORMANCE MEASURES

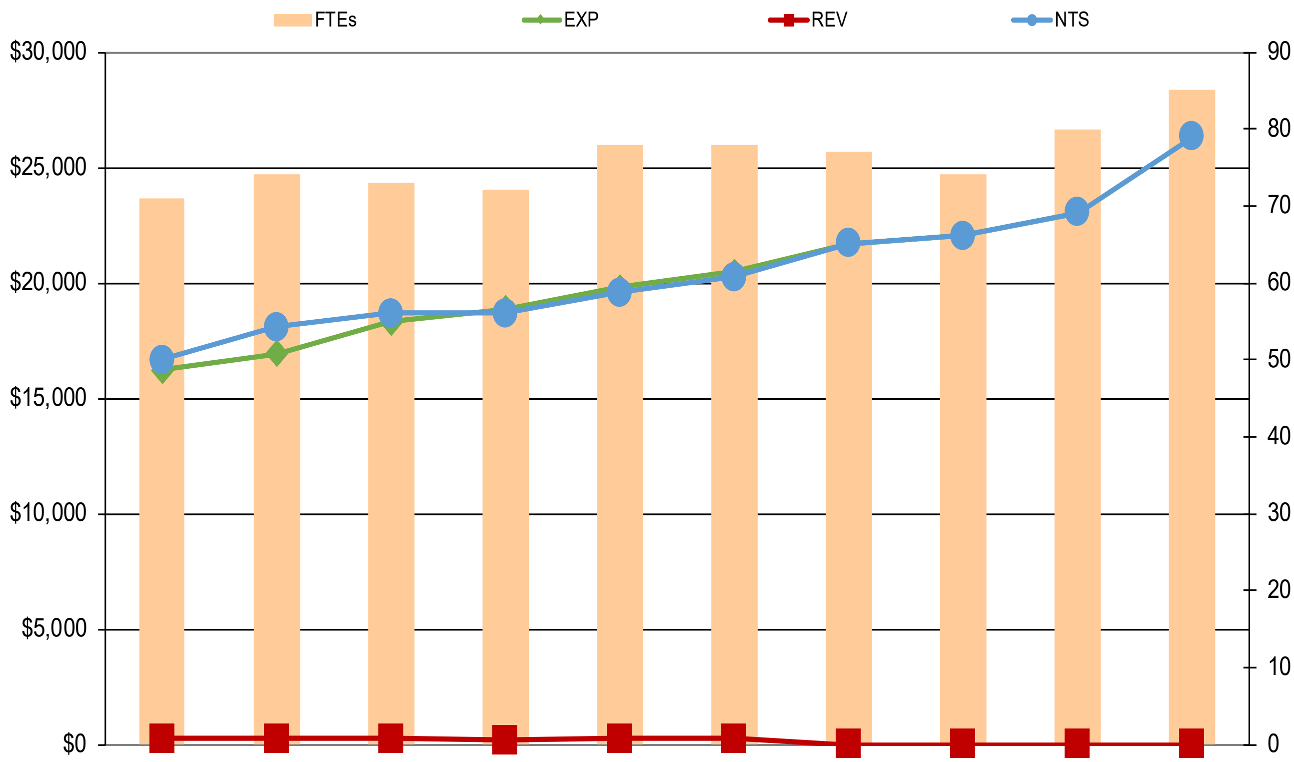
The Department of Technology Services is in the process of updating its performance measures to align with the department's strategic goals which are to: sustain existing County technology tools and infrastructure and modernize County technology to respond to emerging resident and employee needs. The relevant goals are identified in front of each measure in the following section.

Information Security

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Sustain: Viruses and Malware Blocked	25,000	83,000	90,000	229,932	500,000	1,000,000
Sustain: Websites Blocked	80,000	145,000	155,000	511,600	1,000,000	1,500,000

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

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$16,204	$16,908	$18,319	$18,876	$19,806	$20,459	$21,687	$22,029	$23,057	$26,332
REV	$235	$233	$239	$182	$247	$226	-	-	-	-
NTS	$16,675	$18,080	$18,693	$18,694	$19,559	$20,234	$21,687	$22,029	$23,057	$26,332
FTEs	71.00	74.00	73.00	72.00	78.00	78.00	77.00	74.00	80.00	85.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board restored 1.0 FTE to support mission-critical systems ($137,500).	1.0
	▪ Reallocated two positions - one from the Treasurer's office and one from the Commissioner of Revenue – to support ACE operations ($260,311).	2.0
	▪ Non-personnel costs increase primarily due to operating costs related to moving the County's email system to a hosted provider ($283,552), costs for server support and offsite data back-up for the new Real Estate Assessment and Appraisal system ($60,000), contract increases ($10,252), and increased network operations costs for the new Artisphere facility ($20,000). These increases are partially offset by a transfer of Network Operating Center maintenance costs to the Department of Environmental Services ($49,000) and deduction of one-time support in FY 2011 for the ACE system ($128,000).	
FY 2013	▪ The County Board added $10,000 of one-time funding and $20,000 of ongoing funding to support electronic court records.	
	▪ Increased licensing costs related to the County's email system ($53,000), data backup system ($38,000), and initial implementation of an encrypted email system ($30,000).	
	▪ Increased bandwidth costs for one of the County's internet circuits ($86,820).	
	▪ Increased support costs for the County's Emergency Communications Center ($100,000).	
	▪ Addition of a security engineer contractor ($244,400).	
	▪ *One position was transferred from the Printing Fund to create a Chief Records Management Officer.*	*1.0*
	▪ *One position was transferred from the Office of Emergency Management to create the Public Safety Technology Coordinator.*	*1.0*
FY 2014	▪ Increased software license and maintenance costs ($133,215).	
	▪ Increased network support costs related to the new Arlington Mill Community Center ($14,439).	
	▪ Eliminated the SharePoint Administrator position ($128,912).	(1.0)
	▪ Eliminated a Senior IT Analyst/Project Manager position ($166,050).	(1.0)
	▪ Eliminated the Electronic Records Management (ERMS) OnBase Technical lead position ($185,768).	(1.0)
	▪ Eliminated after hours support for the Help Desk ($25,000).	
	▪ Removal of FY 2013 one-time funding for electronic court records ($10,000).	
	▪ Decreased revenue due to the expiration of the cable franchise agreement with Comcast.	

Fiscal Year	Description	FTEs
	▪ *In FY 2014, the County entered an enterprise agreement with Microsoft to more efficiently purchase currently-used Office software and to add several collaboration and productivity software products to the suite of tools ($538,438).*	
FY 2015	▪ A Public Safety Technology Coordinator position was transferred from DTS to Police ($171,805).	(1.0)
	▪ Reallocated ConnectArlington maintenance costs from Non-Departmental to DTS ($300,000) and added additional funding ($115,879).	
	▪ Added ongoing funding for Systems Center Configuration Management, Mobile Device Management, and Network Security Audits ($305,440).	
FY 2016	▪ The County Board reduced non-personnel funding for the Electronic Records Management System (ERMS) ($38,250).	
	▪ The County Board approved the conversion of contractor positions to County Staff to realize net non-personnel savings ($152,939).	4.0
	▪ Addition of a Project Manager and Administrative Specialist associated with the operation of the second phase of Connect Arlington ($208,000).	2.0
	▪ Addition of operating costs for the second phase of Connect Arlington ($292,000).	
FY 2017	▪ Added expenses for software licensing and contractor costs ($344,939), maintenance to the County's revenue and collection system ($130,000), and increased data storage costs ($90,000).	
FY 2018	▪ The County Board approved a decrease in non-personnel funding due to efficiency realized between the County and Arlington Public School's to reduce the number of connections to external data centers needed for operation ($120,000).	
	▪ Transfer of ConnectArlington Fiber Network Sales and Marketing position and additional sales and marketing funding to Arlington Economic Development ($130,000 personnel; $50,000 non-personnel).	(1.0)
	▪ Increased software licensing costs ($88,000 one-time, $37,372 ongoing), maintenance costs for the County's revenue and collection system ($60,000) and data storage costs ($63,000).	
	▪ Decrease to the annual expense for maintenance and replacement of County vehicles ($6,629).	
FY 2019	▪ Increased software licensing costs ($82,620), maintenance costs for the County's revenue and collection system ($70,000), data and cloud storage costs ($115,000), and contractor costs ($205,200).	
	▪ Increased operations funding for the Connect Arlington Fiber Network ($330,000).	
	▪ Transfer in of existing non-departmental funds for the Litigation Hold program ($200,000), and the Open Data program ($192,000).	

Fiscal Year	Description	FTEs
	▪ Decreased funding due to the removal of FY 2018 one-time costs for software licensing ($88,800), and an adjustment to the annual expense for maintenance and replacement of County vehicles ($1,896).	
	▪ Elimination of a filled Cable Administrator position ($181,340).	(1.0)
	▪ Removal of 24/7 desktop support service for County employees ($27,000).	
	▪ Reorganized Prism Enterprise System Functional Support and eliminated 2.0 filled FTEs; redistributed work between the Departments of Management and Finance (DMF) and Technology Services. A portion of the cost of the position reductions shifted to contract support within DTS ($220,000), and a portion transferred to augment support required by DMF ($144,488). The remaining balance is provided as expenditure savings for FY 2019 ($25,000).	(2.0)
FY 2020	▪ Eliminated a vacant IT Network Analyst Position ($86,733).	(1.0)
	▪ Transfer in from capital (Fund 313) and conversion of three ConnectArlington contractor positions ($367,390, 3.0 FTEs); conversion of an existing Technology Manager (1.0 FTE) with the addition of budgeted contractor funding into two Senior Network Engineers ($244,386, 1.0 FTE); and the conversion of an existing position and non-personnel contractor funds to create a Staff Infrastructure Support Specialist position, Senior Network Engineer, and Management Intern position (469,861).	7.0
	▪ Reduced the department's membership to Gartner from five licenses to three licenses ($70,000)	
	Eliminated a vacant IT Network Analyst position ($86,733).	(1.0)
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($14,098).	
	▪ One-time funds for a Technology Asset Management System ($250,000).	
	▪ One-time funds for a County website refresh ($100,000).	
	▪ One-time and on-going funding to begin migration from the County's Network Operations Center to a cloud platform ($94,440 on-going funds; $32,500 one-time).	
	▪ On-going funding for security training for all County employees ($60,000), software licensing costs ($546,828), maintenance costs for the County's revenue and collection system ($70,000), data and cloud storage costs ($52,136), and contractor costs ($19,200).	

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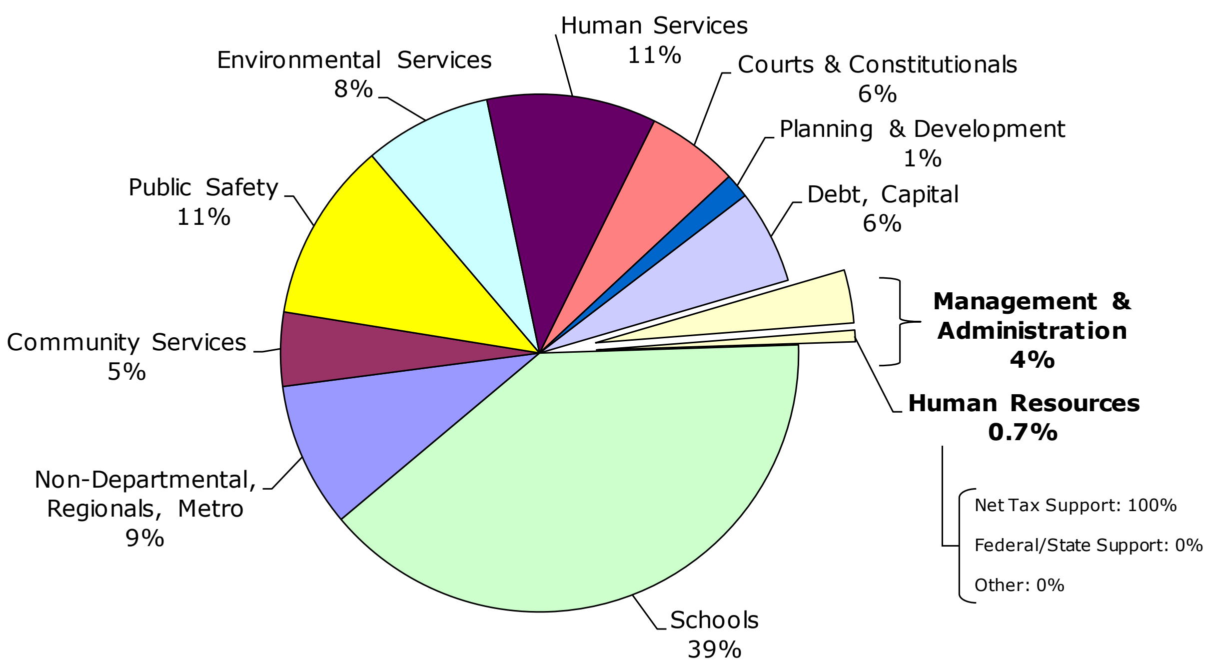
Our Mission: To provide leadership and expertise to attract, develop, and retain a high performing and diverse workforce

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

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Human Resources Department is $10,075,744 a three percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to the addition of two positions, a Human Resources Business Partner and a Classification and Compensation Specialist in the Compensation division ($261,366, 2.0 FTEs), employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to reallocation of Pension Gold contractual costs from the Human Resources Department to the Retirement Board ($120,365).
- ↑ Employee benefits and county-wide programs increases due to contracted services increases ($33,472).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$7,112,677	$7,351,234	$7,766,565	6%
Non-Personnel	598,796	577,806	457,441	-21%
Employee Benefits and County-wide Programs	1,612,962	1,818,266	1,851,738	2%
Total Expenditures	9,324,435	9,747,306	10,075,744	3%
Total Revenues	-	-	-	-
Net Tax Support	$9,324,435	$9,747,306	$10,075,744	3%
Permanent FTEs	53.00	53.00	55.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	53.00	55.00	

OFFICE OF THE DIRECTOR

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are primarily due to the transfer of 2.95 FTEs to the Compensation and Training and Organization Development lines of business ($435,580, 2.95 FTEs) in support of the reorganization of departmental administrative functions, and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases, and an increase in the County’s cost for employee health insurance.
- ↓ Non-personnel decreases due to reallocation of Pension Gold contractual costs from the Human Resources Department to the Retirement Board ($120,365).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change ‘20 to ‘21
Personnel	$2,016,271	$2,091,779	$1,719,932	-18%
Non-Personnel	377,946	527,837	407,472	-23%
Total Expenditures	2,394,217	2,619,616	2,127,404	-19%
Total Revenues	-	-	-	-
Net Tax Support	$2,394,217	$2,619,616	$2,127,404	-19%
Permanent FTEs	13.63	14.75	11.80	
Temporary FTEs	-	-		
Total Authorized FTEs	13.63	14.75	11.80	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
County employee turnover rate	10%	9%	11%	10%	12%	10%
Percent of employees retained one year after hire	80%	80%	82%	86%	80%	80%

- With full employment in the Washington region, employee retention is a continuing challenge. Improved compensation (through the compensation study) and recent additions to our benefits package will help the County continue to stay competitive.

Reception and Administrative Support Services

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of Management and Finance related contacts	42%	42%	40%	40%	40%	40%
Percent of Technology Services related contacts	6%	6%	8%	7%	6%	6%
Percent of Human Resources related contacts	52%	52%	52%	53%	54%	54%
Abandon call rate (percent of customers that hang up while on hold)	3%	2%	3%	2%	2%	2%
Total number of contacts received seeking information or assistance (calls, walk-ins, e-mails)	62,025	62,180	62,859	67,766	66,000	65,000

- The FY 2020 and FY 2021 reduction in total number of contacts estimated is a result of the deployment of a customer service software, Envoy, to manage visitor registration and deliveries, in mid-FY 2020 and increased utilization in FY 2021. As the Envoy system goes live and data is gathered, performance measures from the system may be added as a separate measure in the table.

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer of 1.0 FTE to the Benefits and Wellness Services line of business ($142,382, 1.0 FTE) in support of the reorganization of departmental administrative function, and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases, and an increase in the County's cost for employee health insurance.
- Non-personnel expenses for Risk Management are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$602,272	$625,799	$479,848	-23%
Non-Personnel	8,750	-	-	-
Total Expenditures	611,022	625,799	479,848	-23%
Total Revenues	-	-	-	-
Net Tax Support	$611,022	$625,799	$479,848	-23%
Permanent FTEs	5.00	5.00	4.00	
Temporary FTEs	-	-		
Total Authorized FTEs	5.00	5.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate
Number of lost time accidents per 100 FTEs	1.9	1.6	1.6	1.5	1.6	1.6
Number of reportable OSHA accidents per 100 FTEs	5.1	4.4	4.7	4.4	4.9	4.9

- Claims for each calendar year are evaluated to determine if they become loss time accidents, which then get reported. OSHA operates on a calendar year basis and final data is reported each February for the previous calendar year. Until the data is finalized each February, the performance measures for lost time accidents and reportable OSHA accidents are estimates. Once data is finalized the estimates are updated with actual data each fiscal year.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of trainings provided for National Safety Council (NSC) 8-Hour Defensive Driving Course and 6-Hour 15 Passenger Van Driver Course	6	14	11	7	7	7
Employee Attendance at NSC trainings	69	134	100	88	90	90
Number of General Liability and Auto Liability claims handled	305	300	388	378	500	380
Number of Safety & Health Classroom and Online Training Courses (excluding NSC courses)	69	51	82	70	70	70
Employee Attendance at Safety and Health Classroom and Online Trainings	1,312	1,964	1,921	2,120	1,850	1,850
Percent of cost recovery on third-party damage to County vehicles	99%	99%	99%	99%	99%	99%
Percent of worker's compensation claims reported within 3 or less days	88%	88%	88%	86%	86%	86%

- FY 2016 experienced unanticipated cancellations of two defensive driving classes and two of the 15-passenger van training courses due to weather and low enrollment.
- Effective beginning FY 2018, NSC training for the Department of Parks and Recreation (DPR) 15 passenger van training and driver safety training classes for staff at the Trades Center are conducted and reported separately in DPR and Department of Environmental Services.
- Effective FY 2018, all General Liability and Auto Liability claims are reported, including incident only, directly to the Third-Party Administrator's online reporting site. This will increase the timely reporting of claims and may increase the number of claims handled due to the consistent reporting of all cases for documentation and analysis purposes. Additional increases reflected in FY 2018 and FY 2020 are the effects of the May 2018 flood (produced 24 claims) and July 2019 flood (produced 197 flood claims).
- In FY 2019 the increase in attendance was due to new audit regulations being implemented in the beginning of CY 2020.
- Arlington exceeds the industry standard goal of 80 percent of worker's compensation claims reported within three days or less of the accident.

EMPLOYEE MANAGEMENT RELATIONS

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases are due to the transfer out of 1.0 FTE to Benefits and Wellness Services ($158,900, 1.0 FTE) in support of the reorganization of departmental administrative functions, and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases, and an increase in the County's cost for employee health insurance.

- Non-personnel expenses for Employee Management Relations (EMR) are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$220,333	$443,648	$276,425	-38%
Non-Personnel	388	-	-	-
Total Expenditures	220,721	443,648	276,425	-38%
Total Revenues	-	-	-	-
Net Tax Support	$220,721	$443,648	$276,425	-38%
Permanent FTEs	3.00	3.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	3.00	2.00	

EMPLOYEE MANAGEMENT RELATIONS

PERFORMANCE MEASURES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Personnel actions processed	142	140	138	153	140	140
Grievances filed	8	6	5	4	5	4
Training sessions conducted	30	40	42	48	45	45

- In FY 2020 the performance supporting measure name changed from Adverse actions processed to Personnel action processed to include all interactions that are reported to EMR.
- The FY 2019 increased number of personnel actions processed and training sessions conducted reflect filling of EMR vacancies resulting in faster resolution of active cases.
- The FY 2020 estimates for personnel actions processed and grievances filed are based on the number of actions processed in the first two quarters of FY 2020.
- Trainings sessions conducted by Employee Management Relations include training for all new employees via New Employee Orientation, all newly hired (and promoted) managers through the cohort programs, open sessions through the learning center, and personnel in the HR certificate program and HR liaisons' training meetings. FY 2019 was a catch-up year for EMR training sessions. It is anticipated that with the training content focused in the needed areas and kept updated, the education and awareness from the trainings will reduce the number of personnel items brought to EMR.

PROGRAM MISSION

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

- Death Benefits: This program pays one week's salary to the estate of permanent employees who die while employed by Arlington County.
- Unemployment Compensation: This program provides payments to terminated employees under certain circumstances as required by state law.
- Employee Assistance: This program provides confidential consultative and intervention assistance to support management and employees seeking to resolve personal problems that may interfere with productivity.
- Adoption Assistance: This program provides financial assistance to employees wishing to adopt a child.
- Employee Development: This program provides funding for County-wide training programs.
- Recognition Programs: This program covers expenses related to the County's Service Awards program.
- Tuition Reimbursement: This program reimburses employees up to $1,900 per year for eligible tuition expenses.
- Live Where You Work: This program assists employees in either purchasing or renting a primary residence in Arlington.
- Safety: This program funds training for employee safety programs, including compliance with state and federal safety regulations.
- Short-term Disability: This program provides payments to employees who are disabled due to non-job-related injuries or illnesses.
- Consultants: This program funds County-wide memberships in benchmarking consulting organizations and studies of County-wide programs.
- Background Record Checks/Pre-employment Drug Tests/Language Proficiency Tests: This program funds the cost of background checks performed on new hires, the pre-employment drug tests required for designated positions, and testing for language proficiency in a second language.
- Recruiting and Outreach: This program funds County-wide recruitment and outreach efforts to ensure Arlington County has a diverse and highly qualified applicant pool.

SIGNIFICANT BUDGET CHANGES

↑ Employee benefits and county-wide programs increases due to contracted services increases ($31,422).

EMPLOYEE BENEFITS AND COUNTY-WIDE PROGRAMS

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change ‘20 to ‘21
Personnel	$774,493	$828,512	$828,512	-
Non-Personnel	838,469	989,754	1,023,226	3%
Total Expenditures	1,612,962	1,818,266	1,851,738	2%
Total Revenues	-	-	-	-
Net Tax Support	$1,612,962	$1,818,266	$1,851,738	2%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Death Benefits	41,369	5,000	5,000	-
Unemployment Compensation	115,299	135,000	135,000	-
Contracted Services	510,559	543,022	574,444	6%
Adoption Assistance	10,000	50,000	50,000	-
Employee Development	187,319	179,359	179,359	-
Recognition Programs	11,910	13,000	13,000	-
Tuition Reimbursement	290,203	325,500	325,500	-
Live Where You Work Grants	119,844	155,012	155,012	-
Safety	22,316	57,500	57,500	-
Short-Term Disability	185,867	145,000	145,000	-
Consultants	16,573	54,279	56,329	4%
Unclassifed Services	12,708	25,594	25,594	-
Recruiting and Outreach	88,995	130,000	130,000	-
Total Expenditures	$ 1,612,962	$ 1,818,266	$ 1,851,738	2%

TRAINING & ORGANIZATIONAL DEVELOPMENT

PROGRAM MISSION

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

Training and Organizational Development

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases are primarily due to the transfer in of 2.37 FTEs ($314,336, 2.37 FTEs) from the Director's Office in support of the reorganization of departmental administrative functions, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- Non-personnel expenses for Training and Organizational Development are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$524,142	$500,529	$831,391	66%
Non-Personnel	9,174	-	-	-
Total Expenditures	533,316	500,529	831,391	66%
Total Revenues	-	-	-	-
Net Tax Support	$533,316	$500,529	$831,391	66%
Permanent FTEs	3.63	3.63	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.63	3.63	6.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average development investment per employee	$106	$108	$136	$138	$140	$140

- FY 2017 reflects an increase in tuition reimbursement maximum per County employees from $1,600/year to $1,900/year.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of employees utilizing Training and Organizational Development resources, both classroom and online (e.g. team building, coaching, training, development, etc.)	1,711	1,773	3,845	3,107	3,300	3,400

- Increase in FY 2018 number of employees utilizing Training & Organizational Development resources is due to the implementation of online learning and development enabling more options for participation. In addition, there was a rollout of mandatory online training courses such as: Ethics in Arlington County, Diversity & Inclusion, and CARES and the Customer Experience.
- FY 2019 reflects a decrease in number of training utilized as some of the mandatory courses completed in the prior year were not repeated. These mandatory courses will cycle through again in FY 2020 and FY 2021, which are reflected in the FY 2020 and FY 2021 estimates.

COMPENSATION & RECRUITMENT

PROGRAM MISSION

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

Compensation & Classification

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

Recruitment

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases are primarily due to the addition of 2.0 FTEs, a Human Resources Business Partner and a Classification and Compensation Specialist in the Compensation & Recruitment division ($261,366, 2.0 FTEs), the transfer in of 1.0 FTE from the Director’s Office ($203,861, 1.0 FTE) in support of the reorganization of departmental administrative functions, employee salary increases and an increase in the County’s cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections, decrease of 0.05 FTE to support the reorganization of departmental administrative functions ($6,424, 0.05 FTE), and the transfer out of 1.0 FTE to Benefits and Wellness Services ($130,263, 1.0 FTE).
- Non-personnel expenses for the Compensation and Recruitment division are budgeted in the Office of the Director.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,454,749	$2,368,867	$2,734,248	15%
Non-Personnel	70,698	-	-	-
Total Expenditures	2,525,447	2,368,867	2,734,248	15%
Total Revenues	-	-	-	-
Net Tax Support	$2,525,447	$2,368,867	$2,734,248	15%
Permanent FTEs	16.75	16.63	18.58	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.75	16.63	18.58	

PERFORMANCE MEASURES

Compensation

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of days to classify job (from receipt of request to allocation memo)	17	20	21	26	26	26
Percent of classification actions completed within 60 days	99%	98%	96%	98%	96%	96%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Individual positions classified	201	177	182	190	165	180

- In FY 2017, increased focus on compensation and Fair Labor Standards Act (FLSA) issues resulted in less time available for individual classification studies.
- In FY 2020 and FY 2021, the focus on completing the five-year compensation maintenance study will take time from individual position classifications.

Recruitment

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average time to fill a job (days from receipt of request to hire date)	90	89	89	95	93	92
Female applicants as a percent of total applicants	53%	51%	53%	55%	55%	55%
Minority applicants as a percent of total applicants	70%	68%	69%	69%	69%	69%

COMPENSATION & RECRUITMENT

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Applications processed (includes temps)	41,885	44,385	38,976	34,610	32,534	31,233
Percent of recruitment actions certified within 14 days of closing	73%	77%	93%	91%	93%	93%

- The FY 2017 increase in applications processed reflected efforts to catch up from the hiring slowdown in FY 2015. The County-wide budget cuts in FY 2019 resulted in staff turnover and delays in posting vacancies which increased the time to fill a job.
- The reduced number of applications processed in FY 2019 is attributed to a low unemployment rate and industry trends. This trend is expected to continue.
- Resources were prioritized in FY 2018 to improve the percent of recruitments certified within 14 days of closing, thereby referring more candidates sooner.

PROGRAM MISSION

To evaluate, recommend, and administer competitive and fiscally sustainable benefit programs for all employees and retirees.

Benefit and Wellness Services

- Provide customer-focused services and counseling to County employees, retirees and their survivors.
- Negotiate and administer the County's contracts for benefit programs.
- Administer monthly payment of retirement benefits to retirees/survivors.
- Provide annual benefit statements to each member of the retirement plan and total compensation statements to all employees.
- Manage the County's benefit programs including health, dental, transit, wellness, and retirement programs.
- Manage leave programs, including Family and Medical Leave and non-work-related disability.
- Maintain all financial records and documentation for the retirement and health and welfare benefits programs.
- Enter and maintain all payroll actions.
- Process bi-weekly payroll for employees.
- Provide meaningful and timely payroll, leave information, and reports to managers and employees.

HealthSmart Program

- Provide programs to ensure a healthy workforce, which in turn provide high quality services for Arlington County.
- Oversee the management of the HealthSmart Wellness Clinic which provides onsite health care services that supplement regular physician visits by County employees.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases are primarily due to the transfer in of 2.63 FTEs from the Risk Management, Employee Relations Management and Compensation lines of business ($366,486, 2.63 FTEs) in support of the reorganization of departmental administrative functions, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

BENEFITS AND WELLNESS SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,289,911	$1,320,612	$1,724,721	31%
Non-Personnel	131,840	49,969	49,969	-
Total Expenditures	1,421,751	1,370,581	1,774,690	29%
Total Revenues	-	-	-	-
Net Tax Support	$1,421,751	$1,370,581	$1,774,690	29%
Permanent FTEs	11.00	10.00	12.63	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	10.00	12.63	

PERFORMANCE MEASURES

Benefits and Wellness Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of employees participating in elective retirement programs	91%	93%	95%	94%	94%	95%
Percent of employees using flexible spending program	34%	32%	33%	33%	33%	33%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Abandoned call rate (percent of customers that hang up while on hold)	3%	3%	4%	4%	4%	4%
Number of contacts via traditional methods (calls, walk-ins, emails, group meetings)	13,992	14,619	15,215	14,562	14,000	14,000
Number of contacts via Virtual Benefits Assistant (JellyVision product Alex)	N/A	N/A	N/A	1,340	1,800	2,400

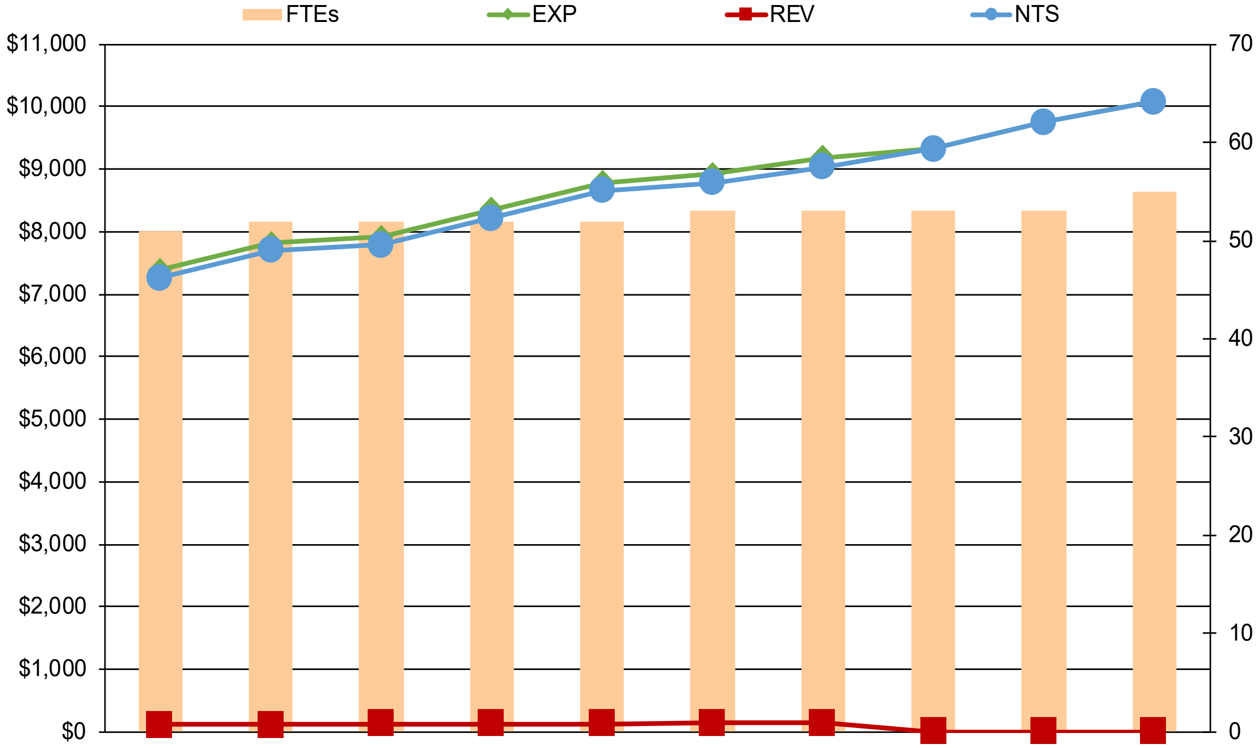
- The number of contacts via traditional methods decreased in FY 2019 due to the implementation of a Virtual Benefits Assistant. This interactive software system assists employees in making decisions about their benefits. For FY 2021, Alex will be expanded to include information on consumer driven health plans, health savings accounts, healthcare consumerism videos, and health plan educational videos.

HealthSmart Program

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of employees who completed Health Risk Assessments and Biometric Screenings	25%	24%	22%	20%	20%	20%
Number of visits to HealthSmart Wellness Clinic	1,611	1,686	1,749	2,135	2,000	2,000

- Health risk assessments and biometric screenings measure key health indicators and are part of a larger "Rock Your Wellness" program encouraging healthy behaviors. The program rewards employees who complete all the program requirements with 4 hours of vacation leave.
- FY 2019 was the first year the HealthSmart wellness clinic was open 4 days per week, driving an increase in the number of visits.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$7,384	$7,818	$7,909	$8,354	$8,784	$8,919	$9,185	$9,324	$9,747	$10,076
REV	$120	$116	$123	$132	$132	$138	$144	-	-	-
NTS	$7,264	$7,702	$7,786	$8,222	$8,652	$8,781	$9,041	$9,324	$9,747	$10,076
FTEs	51.00	52.00	52.00	52.00	52.00	53.00	53.00	53.00	53.00	55.00

Fiscal Year	Description	FTEs
FY 2012	▪ Restored a Staff Specialist III in Director's Office to meet growing demands relating to retiree services, federal regulations, and the compensation maintenance plan. ($122,000). ▪ Restored Tuition Reimbursement Program that was suspended in FY 2010 ($287,500). ▪ County-wide Safety Coordination increased to provide funding for online defensive driving ($31,500) for employees who either do not need the instructor-led training or cannot attend an instructor led class because of work schedules. ▪ County-wide Safety Coordination increased to provide funding for online safety training ($11,000) that will be tailored to employees' work schedules and job descriptions as well as augment generic training.	1.0
FY 2013	▪ Personnel budget reflects the addition of a diversity outreach position ($115,000). ▪ The revenue decrease reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($3,162).	1.0
FY 2014	▪ Transferred 0.5 FTE ($45,836) from the County Manager's Office to the Staffing Section of the Talent Management Division to support recruitment activities. ▪ Eliminated 0.5 FTE ($61,817) from the Staffing Section of the Talent Management Division. ▪ County-wide Employee Development increased one-time only funding for Civic Engagement Training to support the County Board PLACE Initiative ($50,000). ▪ HealthSmart Program increased one-time only funding for additional programming ($25,000). ▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($6,388).	0.5 (0.5)
FY 2015	▪ Eliminated FY 2014 one-time funding for Healthsmart Program enhancements ($25,000). ▪ Eliminated FY 2014 one-time funding for Civic Engagement Training ($50,000). ▪ Added ongoing funding for the County Ethics Initiative ($20,000).	
FY 2016	▪ Live Where You Work Grants were restored ($133,012). ▪ The revenue increase reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($4,657).	
FY 2017	▪ Live Where You Work Grant Funding was increased ($22,000). ▪ Tuition Reimbursement Funding was increased ($38,000).	

Fiscal Year	Description	FTEs
	▪ Revenue increased to reflect the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($5,500). ▪ Personnel increased to reflect the addition of a Human Resources/OD Specialist ($131,230).	 1.0
FY 2018	▪ County Ethics Initiative Funding was transferred to Non-Departmental ($20,000). ▪ Revenue increased to reflect the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($4,649).	
FY 2019	▪ Contractual services increased related to the County's Retirement software ($2,250). ▪ Employee Benefits and County-wide Programs increased due to the addition of an Adoption Assistance Program for employees ($50,000), contractual increases in the Employee Assistance Program (EAP) shared with Arlington Public Schools ($3,522), and other contractual increases ($12,150). ▪ Revenue increased to reflect the salary and benefits increase of the Safety Specialist funded by Arlington Public Schools ($6,351). ▪ Reduced funding for County-wide employee recruitment and outreach ($25,000) and County-wide employee training ($25,000).	
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($1,729). ▪ Reduced unclassified and consultant services in the Office of the Director and Employee Benefits and County-wide Programs ($99,312). ▪ Personnel and revenue decreased due to Arlington Public Schools (APS) taking over management of Safety Specialist work on schools' facilities ($148,964). ▪ Contractual costs increased for maintenance of the County's Retirement software and related system modifications ($13,400). ▪ County-wide programs contracted services increased for the county-wide learning management services ($14,400).	

ARLINGTON
VIRGINIA

COUNTY ATTORNEY

Stephen A. MacIsaac

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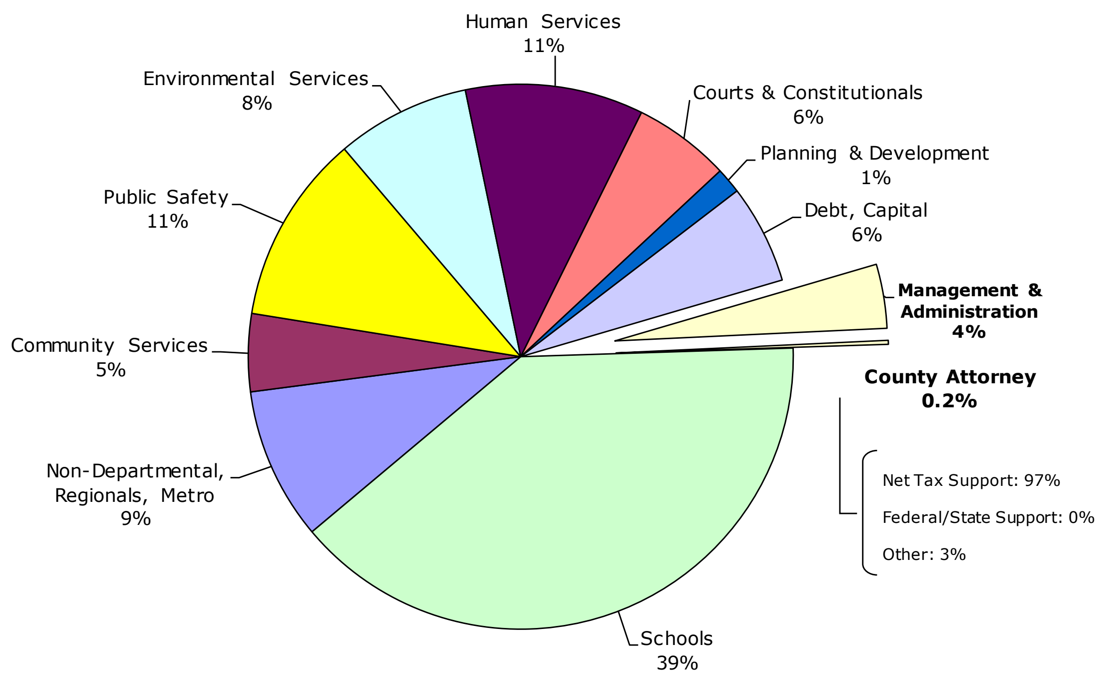
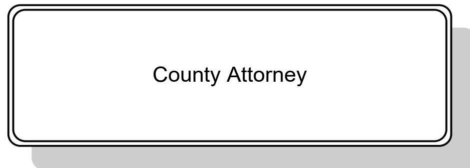
Our Mission: To ensure that all County transactions are conducted in a legal and ethical manner

The County Attorney's Office provides legal counsel and advice to the County Board, County Manager, County departments and their staff, and County Board appointed agencies, boards and commissions, and provides representation for them in state and federal court, as well as before various administrative agencies.

FY 2021 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



Office of the County Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Office of the County Attorney is $3,286,418, a two percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to software maintenance cost increase and training and education requirements for County Attorney staff ($16,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,750,616	$2,976,890	$3,027,609	2%
Non-Personnel	377,633	325,809	341,809	5%
Subtotal	3,128,249	3,302,699	3,369,418	2%
Intra County Charges	(83,254)	(83,000)	(83,000)	-
Total Expenditures	3,044,995	3,219,699	3,286,418	2%
Fees	105,000	105,000	105,000	-
Total Revenues	105,000	105,000	105,000	-
Net Tax Support	$2,939,995	$3,114,699	$3,181,418	2%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

OFFICE OF THE COUNTY ATTORNEY

PROGRAM MISSION

To ensure that all County transactions are conducted in a legal and ethical manner.

- The County Attorney's Office provides legal counsel and advice to the County Board, County Manager, County departments and their staff, and County Board appointed agencies, boards and commissions, and provides representation for them in state and federal court, as well as before various administrative agencies.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to software maintenance cost increase and training and education requirements for County Attorney staff ($16,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,750,616	$2,976,890	$3,027,609	2%
Non-Personnel	377,633	325,809	341,809	5%
Subtotal	3,128,249	3,302,699	3,369,418	2%
Intra County Charges	(83,254)	(83,000)	(83,000)	-
Total Expenditures	3,044,995	3,219,699	3,286,418	2%
Fees	105,000	105,000	105,000	-
Total Revenues	105,000	105,000	105,000	-
Net Tax Support	$2,939,995	$3,114,699	$3,181,418	2%
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

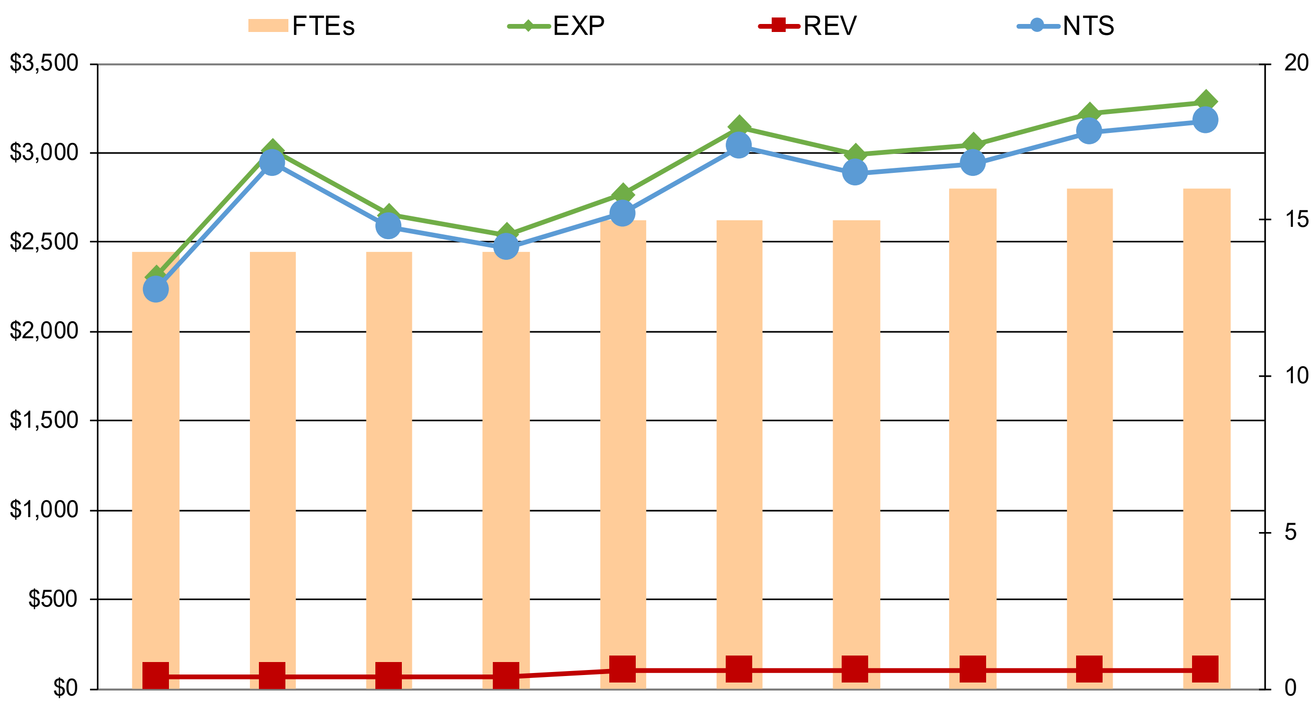
OFFICE OF THE COUNTY ATTORNEY

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of final County Board reports reviewed in a timely manner	99%	99%	99%	99%	99%	99%
Percent of County Board requests responded to in a timely manner	100%	100%	100%	100%	100%	100%
Percent of lawsuits in which court deadlines have been met	100%	100%	100%	100%	100%	100%
Percent of litigation concluded favorable to County interests	100%	99%	99%	99%	99%	99%
Number of new matters opened each fiscal year	790	891	724	599	700	700
Number of FOIA matters reviewed by the County Attorney Office each fiscal year	388	677	855	1,009	900	900
Number of Board Reports reviewed by the County Attorney Office each fiscal year	465	506	523	479	500	500

- Number of FOIA matters reviewed for FY 2016 actual measure represents the number of FOIA matters that were reviewed for only half of the fiscal year.
- Number of new matters opened each fiscal year for FY 2019 actual measure does not capture all matters opened due to the Office transition to a new case assignment system.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$2,306	$3,016	$2,653	$2,542	$2,767	$3,142	$2,989	$3,045	$3,220	$3,286
REV	$70	$70	$70	$70	$105	$105	$105	$105	$105	$105
NTS	$2,236	$2,946	$2,583	$2,472	$2,662	$3,037	$2,885	$2,940	$3,115	$3,181
FTEs	14.00	14.00	14.00	14.00	15.00	15.00	15.00	16.00	16.00	16.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step.	
FY 2013	▪ Personnel increases include reclassification of positions identified to be substantially below comparative pay studies.	
FY 2014	▪ Personnel increases include reclassification of positions identified to be substantially below comparative pay studies. ▪ Non-personnel reductions include reduced funding for consultants ($30,000).	
FY 2015	▪ No significant changes.	
FY 2016	▪ Conversion of an over strength Assistant County Attorney position added during FY 2015 to permanent status ($166,000, 1.0 FTE). ▪ Increase for additional consultant workload in the County Attorney's Office ($35,000). ▪ Intra-County charges increase due to the Assistant County Attorney, referenced above, being partially charged to the CPHD Development Fund ($83,000). ▪ Revenue increases from Northern Virginia Transportation Commission for legal services provided by Arlington County Counsel ($35,000).	1.0
FY 2017	▪ No significant changes.	
FY 2018	▪ Addition of a County Attorney I position to ensure legally compliant responses by County staff to the increasing number of FOIA requests ($139,455).	1.0
FY 2019	▪ One-time hiring freeze of a vacant County Attorney III position ($165,299). ▪ Non-personnel increase due to an annual license subscription for County's e-discovery litigation tool ($18,000).	
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($1,064). ▪ Funded a County Attorney III position that was frozen in FY 2019 ($173,073).	

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

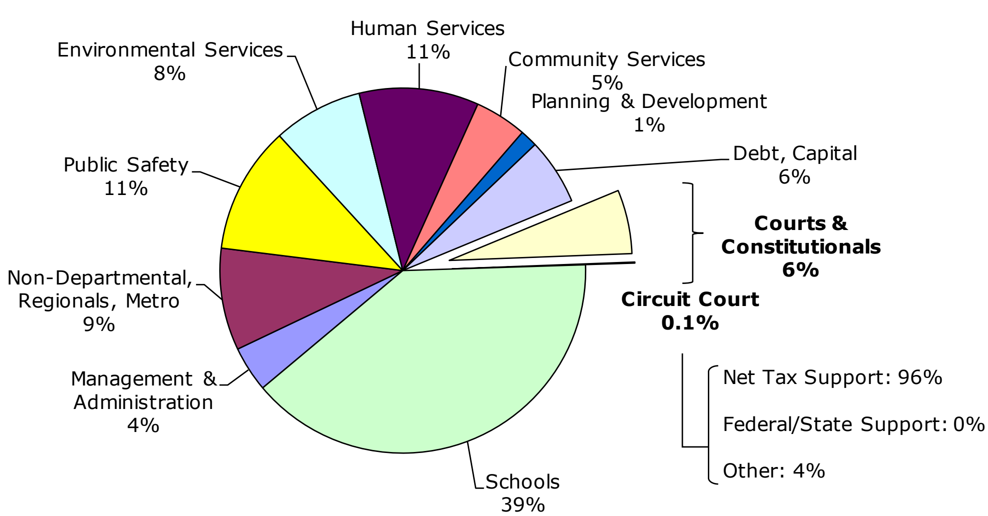
Our Mission: To Provide an Independent, Accessible, Responsive Forum for Just Resolution of Disputes in Order to Preserve the Rule of Law and to Protect All Rights and Liberties Guaranteed by the United States and Virginia Constitutions.

The 17th Judicial Circuit is comprised of four judges with jurisdiction over Arlington County and the City of the Falls Church. The Circuit Court is a trial court of general jurisdiction and the highest court in the County for both civil and criminal cases. The Circuit Court has jurisdiction concerning civil claims exceeding $4,500, with exclusive original jurisdiction for claims exceeding $25,000. The Circuit Court also has jurisdiction over all equity related matters, which include, but are not limited to, divorce, child custody, child and spousal support and maintenance, guardianship, conservatorship, and disputes concerning wills and estates. Additionally, the court has jurisdiction over all civil cases appealed from the General District Court. The appellate jurisdiction is *de novo* which means that, notwithstanding a final civil judgment in the General District Court, once the case is appealed to the Circuit Court, there is a new or *de novo* trial in the Circuit Court, as if the trial below never occurred.

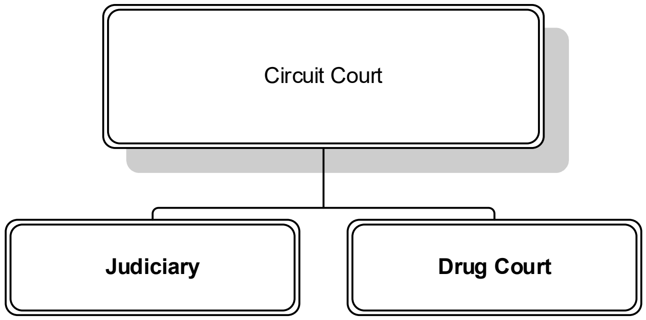
For criminal cases, the Circuit Court has original jurisdiction over all felonies and misdemeanors originally charged in Circuit Court, plus all misdemeanor cases, criminal bond motions, and traffic cases previously adjudicated by the General District Court but appealed to the Circuit Court. Additionally, the Circuit Court has jurisdiction over juveniles aged 15 years and older who are charged with felonies and whose cases have been certified by a Judge of the Juvenile and Domestic Relations District Court for trial in Circuit Court and all properly appealed cases previously adjudicated by the Juvenile and Domestic Relations District Court.

The Circuit Court operates an Adult Drug Treatment Court (Drug Court) for probation violators. The Drug Court is an intensive, community-based treatment, rehabilitation, and supervision program for felony drug defendants. The mission of the drug treatment court is to enhance public safety by providing a cost-effective, integrated system of treatment and judicial supervision in order to reduce recidivism.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Circuit Court is $1,281,389, a four percent decrease from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↓ Personnel decreases primarily due to the transfer out of a Human Services Specialist ($101,471, 1.0 FTE) to the Department of Human Services, lower retirement contributions based on current actuarial projections, partially offset by adjustments to reflect actual salaries, employee salary increases, and an increase in the County's cost for employee health insurance.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($136) and removal of one-time operating equipment ($4,000) for the addition of the new judge in FY 2020.
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($3,645).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,115,572	$1,248,580	$1,196,744	-4%
Non-Personnel	67,713	88,781	84,645	-5%
Total Expenditures	1,183,285	1,337,361	1,281,389	-4%
Fees	47,818	50,950	47,305	-7%
Total Revenues	47,818	50,950	47,305	-7%
Net Tax Support	$1,135,467	$1,286,411	$1,234,084	-4%
Permanent FTEs	10.00	11.00	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	10.30	11.30	10.30	

PROGRAM MISSION

To provide an independent, accessible, responsive forum for just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia Constitutions.

- The Circuit Court is the trial court of general jurisdiction and the highest court in Arlington County for both civil and criminal cases.
- The Circuit Court has appellate jurisdiction over all cases from the General District Court and the Juvenile and Domestic Relations Court. Cases on appeal are heard *de novo* which necessitates setting trials for these matters.
- The Court's four judges preside over criminal and civil matters, including motions, evidentiary hearings, non-jury trials, jury trials, criminal dispositions, and sentencing.
- Court personnel are responsible for reviewing and approving court orders, maintaining daily court dockets, conducting legal research, preparing legal memoranda as required by the judges, reviewing and managing statistical information, and administering court programs.
- Interacting and collaborating with the Clerk of the Circuit Court, Sheriff's Office, attorneys, and parties daily in order to confirm the docketed cases, address pending motions, and to ensure the smooth operations of the Court.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases primarily due to the transfer out of a Human Services Specialist ($101,471, 1.0 FTE) to the Department of Human Services, lower retirement contributions based on current actuarial projections, partially offset by adjustments to reflect actual salaries, employee salary increases, and an increase in the County's cost for employee health insurance.
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PROGRAM FINANCIAL SUMMARY

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Total Authorized FTEs	10.30	11.30	10.30	

PERFORMANCE MEASURES

Judiciary

Critical Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate
Misdemeanor cases concluded within 180 days (percent)	56%	98%	98%	64%	95%
Felony cases concluded within 365 days (percent)	82%	98%	98%	81%	95%
Civil, domestic relations, felony, and misdemeanor cases concluded within 180 days (percent)	98%	98%	98%	83%	95%
Civil, domestic relations, and felony cases concluded within 365 days (percent)	98%	98%	98%	83%	95%
Civil cases concluded within 540 days (percent)	98%	98%	98%	94%	98%

- Performance measures for the Circuit Court are reported per calendar year based on caseload statistical reporting guidelines set forth by the Commonwealth of Virginia.
- Measures for general litigation (civil and domestic relations) and criminal (felony misdemeanor) cases show parameters established by the Commonwealth of Virginia for how quickly these cases should be concluded, whether by settlement or by trial. Various factors go into the resolution of a case and everyone in Chambers – law clerks, administrative staff and judges – is critical to achieving these benchmarks.
- Success in achieving these benchmarks has been a longstanding goal of the Circuit Court and past budgets have reflected improvements to properly staff Chambers to meet these goals. Investment in these positions has achieved desired results: the Court is able to conclude civil and criminal matters within the timeframes determined to be necessary for high functioning courts and has resulted in our Court achieving the distinction of a top court in Virginia.
- Because achieving these benchmarks requires persistent and ongoing vigilance and monitoring, Chambers continues to require the level of staffing previously funded. As well, as the Court reviews how we can achieve these successes more effectively and efficiently, the personnel job descriptions are regularly reviewed and edited.

Drug Court

In 2006, performance measures were standardized for the operations of drug courts. Four measures were adopted to analyze performance: Retention, Sobriety, In-program Recidivism, and Units of Service.

- **Retention -** it is necessary to keep drug court participants in treatment long enough to realize an effect. Research indicates that three months of drug treatment may be the minimal amount of time to see a clinical impact and twelve months is the threshold for seeing meaningful, long-term clinical impact.
- **Sobriety** is the main goal of the drug treatment court because it promotes offender rehabilitation, public safety, and offender accountability. Sobriety is measured both during participation in the court and after by assessing the average length of continuous sobriety and the average number of failed drug tests.
- **In-Program Recidivism** - Producing low rates of in-program recidivism is critical to drug treatment courts. This measure sets drug courts aside from traditional case processing. Recidivism is defined by the rate at which drug court participants are rearrested during the course of participation. Given the short period of time the Drug Court has been held, there is

not enough data to estimate what in-program and post-exit recidivism will be in future years of operation.

- **Units of Service** - Reducing time from referral to entering treatment decreases chances of relapse and increases efficiency for the court. Treatment and ancillary services must be delivered in adequate doses in order to have an impact on participants without overtreating. All participants have weekly treatment, probation and/or court obligations. Additionally, all participants are provided a case manager, who provides referrals to ancillary services for housing, employment, mental health, and other healthcare services. A continuum of care is necessary to optimize likelihood of ongoing sobriety and resistance to recivism.

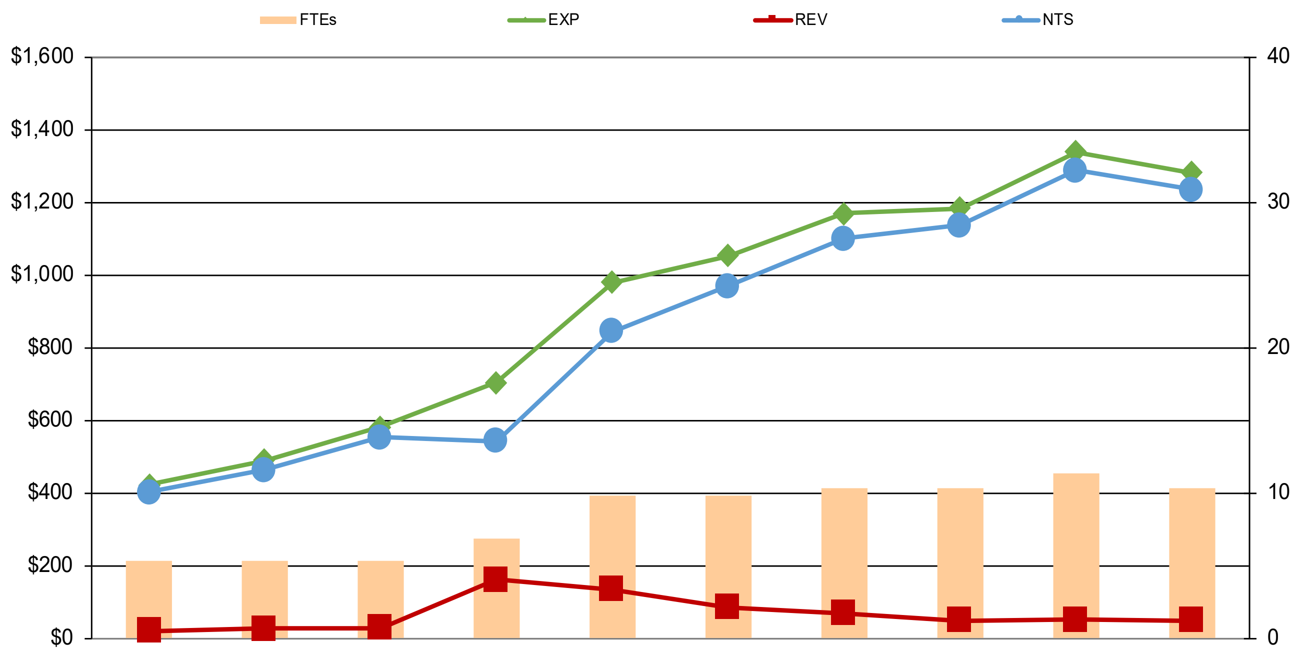
Critical Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate
Retention rate	67%	77%	80%	88.5%	80%
In-Program recidivism rate	3.5%	0%	8.3%	0%	0%
Sobriety - Percent positive drug tests	2.8%	5%	12%	4%	2%
Post-exit recidivism rate	23%	5%	20%	10%	5%
Average length of time in program for graduates	18 months	20 months	21 months	31 months	24 months
Average length of time in program for terminated participants	8 months	6 months	6 months	20 months	13 months

- Reductions in positive screens can be attributed to a more standardized random testing procedure. This procedure represents best practice and supports participants in their sobriety by holding them accountable.
- In FY 2017 the program went to a five-phase structure designed to better reintegrate participants to the community and lessen supervision more gradually over time. As well, the Treatment Team provided more opportunities for participants to remain in the Treatment Court notwithstanding difficulties participants faced engaging in therapy. These participants wanted to continue in the program even if that meant spending more time in the Program than typical participants and the Team agreed to retain them.

Supporting Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate
Community service hours performed	310	1,104	902	3,489	850
Fees and fines collected	$7,410	$7,907	$2,250	$2,155	$2,500
Participants employed while participating in program (percent)	95%	95%	98%	87%	90%
Days between arrest and/or probation violation and admission	17	20	21	20	20
Days between admission and treatment entry	5	5	5	5	5
Number of jail days used as sanctions	163	104	84	88	80

- Increased community service hours relate to seasonal employment by some participants and others who may be disabled or harder to employ. Each participant must be actively engaged in work, school, training, community service, or a combination.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$421	$489	$580	$703	$978	$1,053	$1,168	$1,183	$1,337	$1,281
REV	$20	$26	$27	$161	$134	$85	$69	$48	$51	$47
NTS	$401	$462	$553	$543	$844	$968	$1,099	$1,135	$1,286	$1,233
FTEs	5.30	5.30	5.30	6.80	9.80	9.80	10.30	10.30	11.30	10.30

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step. ▪ Added funding for maintenance and support fees for the audio/video recording system installed in the courts ($45,000) and for day forward redaction of social security and other sensitive information from court records ($57,000). ▪ Increased revenues in Falls Church reimbursements ($57,227) and State reimbursements for technology ($55,000) partially offset by a decrease in the State Compensation Board reimbursements ($19,710) and court fines ($3,000).	
FY 2013	▪ The County Board added funding for replacement of the land record system ($450,000 one-time funding, $70,000 ongoing funding), partially offset with $70,000 in anticipated new fee revenue. ▪ The County Board added funding for an electronic court records system ($326,000 one-time funding, $95,000 ongoing funding), partially offset with $40,000 in anticipated new fee revenue. ▪ The County Board added one-time funding for a Jury Coordinator position ($79,000 one-time funding). ▪ A limited term position was eliminated. ▪ Falls Church revenue decreased ($13,068). ▪ Decreases are included for State Compensation Board reimbursements ($4,900) and Technology Trust Fund grant funding ($6,000).	1.0 (1.0)
FY 2014	▪ The County Board added ongoing funding for a Jury Coordinator / Information Clerk position ($80,378). ▪ Eliminated FY 2013 one-time funding for a Jury Coordinator / Information Clerk position ($79,000). ▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic court records system ($326,000). ▪ Fee revenue decreased for the land records ($70,000). ▪ Fee revenues increased for reimbursement to the locality of excess copy fees ($14,000) and interest on criminal fees ($3,000). ▪ Fee revenues increased for Falls Church reimbursements ($4,131). ▪ Grant revenues increased for State Compensation Board reimbursements ($66,460). ▪ Reduced contractual maintenance for microfilm equipment ($8,960). ▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchase ($15,104).	1.0 (1.0)
FY 2015	▪ The County Board added funding for a part-time Administrative Assistant ($21,752).	0.5

Fiscal Year	Description	FTEs
	▪ The County Board added one-time funding for travel and training supplies ($17,500).	
	▪ Added a limited term grant funded Drug Court Coordinator ($89,495) funded by a Bureau of Justice Assistance Grant.	1.0
	▪ Added funding ($22,907) for operating supplies and miscellaneous costs funded by the Bureau of Justice Assistance grant.	
	▪ Fall Church revenue increased ($1,626).	
	▪ Grant revenue increased due to a Bureau of Justice Assistance grant ($112,402).	
FY 2016	▪ The County Board added funding for 1.5 FTEs to support the Circuit Court's high performing court initiative ($100,000).	1.5
	▪ The County Board added one-time funding to continue to grow the Arlington County Drug Court Program ($250,000). In addition to the 1.5 FTEs, the $250,000 one-time funding added by the County Board also funds a Deputy Sheriff added in the Sheriff's Office to support the expansion of the Drug Court Program. The salary for this position will be fully charged to the Circuit Court.	1.5
	▪ Eliminated one-time funding for travel and training and office supplies ($17,500).	
	▪ Increased funding to miscellaneous costs ($2,250) due to the Bureau of Justice Assistance grant for Arlington County Drug Court.	
	▪ Fee revenue increased for Falls Church reimbursements ($7,935).	
	▪ Grant revenue increased due to the Bureau of Justice Assistance grant for Arlington County Drug Court ($3,722).	
FY 2017	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2016 budget and reconciliation of prior year payments with actual expenditures ($7,247).	
	▪ Grant revenue decreased due to the September 2016 expiration of the Bureau of Justice Assistance grant for the Arlington County Drug Court ($89,394).	
FY 2018	▪ The County Board adding $15,000 for office supplies, travel, and training.	
	▪ Converted an Administrative Assistant from part-time to full-time and reclassified that position to a Drug Court Probation Officer ($55,482). Prior to 2016, this service was provided in-kind by the state.	0.5
	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($822) and the addition of Drug Court participant fees not previously budgeted ($2,500).	

Fiscal Year	**Description**	**FTEs**
	▪ Decreased grant revenue due to the September 2016 expiration of the Bureau of Justice Assistance grant for the Arlington County Drug Court ($26,730).	
FY 2019	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures ($1,490).	
FY 2020	▪ Added a Law Clerk to support the fourth judge which was added by the Commonwealth of Virginia due to the caseload of the Circuit Court ($95,480).	1.0
	▪ Added funding for one-time operating equipment ($4,000) and on-going operating expenses ($1,000) for the addition of the fourth judge.	
	▪ Increased fee revenues due to higher projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments and actual expenditures ($5,572).	
	▪ *In FY 2019 Closeout, the County Board transferred a Human Services Specialist position to the Department of Human Services for the consolidation of the clinical and administrative supervision of the Drug Court Treatment Team ($98,288).*	*(1.0)*

CLERK OF THE CIRCUIT COURT
Paul Ferguson, Clerk
1425 N. COURTHOUSE RD., SUITE 6700, ARLINGTON, VA 22201
703-228-7010
circuitcourt@arlingtonva.us

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

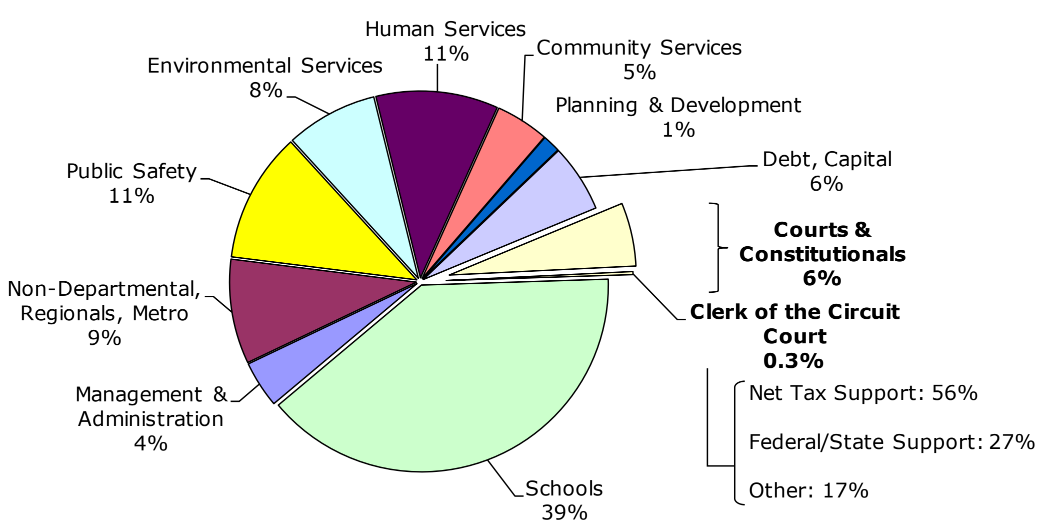
The Clerk of the Circuit Court (the Clerk) is an elected constitutional office in each county and large city in Virginia. The Clerk of Court handles a variety of functions necessary for the efficient administration of justice in the Circuit Court for Arlington County and the City of Falls Church.

The Clerk is the official recorder of Circuit Court civil and criminal court proceedings. The Clerk issues marriage licenses, notary certifications, concealed handgun permits, and similar documents and admits wills and other testamentary documents to probate. The Clerk creates and maintains all civil, criminal, and probate court files and records of proceedings; issues summons and court process; prepares court orders; and summons petit and grand jurors for jury service. The Clerk collects and disseminates criminal fines, costs, and restitution.

The Land Records Division of the Clerk's Office is responsible for recording and maintaining deeds, judgments, and other documents affecting title to real property located in Arlington County and the City of Falls Church. In addition, the Land Records Division assesses and collects required recordation taxes and fees and is responsible for filing and maintaining records of judgments and Uniform Commercial Code Financing Statements.

The Clerk's Office utilizes an electronic records management system for both its court and land records systems which provide users with the ability to e-file case documents and pleadings and e-record land records documents.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Clerk of the Circuit Court

Circuit Court Clerk's Office

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Clerk of the Circuit Court is $3,677,404, a seven percent increase from the FY 2020 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to the reclassification of two full-time, temporary Court Assistant positions during FY 2019 Closeout, the addition of a Courtroom Clerk ($68,000, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to the addition of one-time funding to help support the implementation of an online marriage license request portal ($75,000), partially offset by the removal of one-time operating equipment for the addition of the new judge in FY 2020 ($8,000).
- ↑ Fee revenues increase primarily due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($8,036).
- ↓ Grant revenues decrease due to a decrease in miscellaneous State grants ($56,838) to align budget with prior year actuals, partially offset by an expected increase in State Compensation Board reimbursements ($14,211).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,800,925	$2,730,984	$2,891,461	6%
Non-Personnel	494,869	717,341	785,943	10%
Total Expenditures	3,295,794	3,448,325	3,677,404	7%
Fees	356,977	610,449	618,285	1%
Grants	1,369,682	1,038,306	981,468	-5%
Total Revenues	1,726,659	1,648,755	1,599,753	-3%
Net Tax Support	$1,569,135	$1,799,570	$2,077,651	15%
Permanent FTEs	27.00	27.00	30.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.00	27.00	30.00	

CIRCUIT COURT CLERK'S OFFICE

PROGRAM MISSION

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

- Process civil and criminal filings properly before the Court.
- Collect and disburse statutory fees, fines, penalties, and restitution payments.
- Summon jurors for civil and criminal trials and grand juries.
- Process marriage license applications, name change applications, business trade names, concealed handgun permits, and other matters specified in the Code of Virginia.
- Handle probate and related matters.
- Maintain records of court proceedings, land transactions, judgments, and all other matters for which public records must be retained by the Clerk of the Circuit Court.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the reclassification of two full-time, temporary Court Assistant positions during FY 2019 Closeout, the addition of a Courtroom Clerk ($68,000, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↑ Non-personnel increases primarily due to the addition of one-time funding to help support the implementation of an online marriage license request portal ($75,000), partially offset by the removal of one-time operating equipment for the addition of the new judge in FY 2020 ($8,000).

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CIRCUIT COURT CLERK'S OFFICE

PROGRAM FINANCIAL SUMMARY

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Personnel	$2,800,925	$2,730,984	$2,891,461	6%
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Net Tax Support	$1,569,135	$1,799,570	$2,077,651	15%
Permanent FTEs	27.00	27.00	30.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.00	27.00	30.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Civil cases filed	3,115	2,579	4,455	4,097	4,097	4,100
Criminal cases filed	4,363	5,102	4,944	4,868	4,868	4,900
Land records documents recorded	27,648	34,307	28,520	22,649	22,649	23,500
Court documents scanned	82,048	85,407	89,553	87,976	87,976	91,500
Court documents filed electronically	6,510	8,041	9,568	10,345	10,850	11,200
Court orders generated electronically	5,377	5,102	4,214	5,055	5,055	5,175
Land records documents recorded electronically	5,502	15,605	11,901	13,863	14,556	14,920
Jurors (petit, special, and grand) summoned	6,188	11,169	16,864	16,681	16,681	17,000

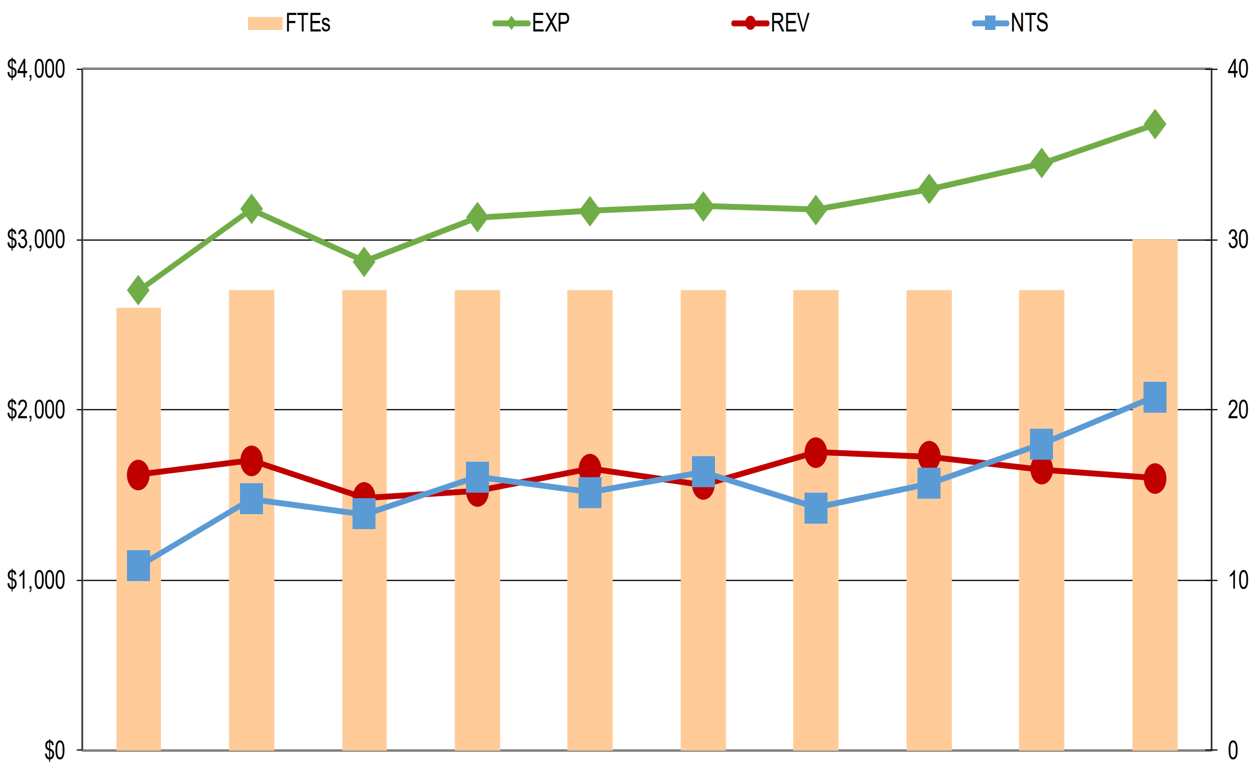
- In FY 2018, civil case filings increased more than 25 percent, most notably in the contract and uncontested divorce case types. The increase in FY 2018 civil filings (and corresponding decrease in FY 2018 criminal filings) results from changes in state metrics which enable more accurate apportionment of miscellaneous case filings between civil and criminal case types.
- The number of electronic transactions is expected to continue to increase as users become more familiar with the electronic process.
- The Clerk of the Circuit Court implemented e-recording for land records in August 2015.
- The Clerk of the Circuit Court implemented a one-day/one-trial format for petit jurors in January 2017 leading to an increase in the number of jurors summoned.

CIRCUIT COURT CLERK'S OFFICE

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY2020 Estimate	FY 2021 Estimate
Concealed handgun permits issued	1,228	1,231	1,244	992	992	950
Judgments docketed	4,449	4,588	4,701	5,199	5,199	5,300
Financing statements filed	N/A	383	362	329	329	350
Marriage licenses issued	3,595	3,736	3,398	3,263	3,300	3,400
Notaries sworn	885	988	957	916	916	930
Wills probated	669	709	706	684	684	700

- The number of financing statements filed each year is a new measurement added in FY 2017.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$2,703	$3,179	$2,871	$3,129	$3,167	$3,195	$3,177	$3,296	$3,448	$3,677
REV	$1,618	$1,702	$1,483	$1,524	$1,653	$1,560	$1,749	$1,727	$1,649	$1,600
NTS	$1,085	$1,477	$1,388	$1,605	$1,514	$1,635	$1,427	$1,569	$1,799	$2,077
FTEs	26.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	30.00

NOTE: For comparative purposes, prior to FY 2015 the expense and revenue associated with the Circuit Court Judiciary has been excluded. For FY 2015, the Clerk of the Circuit Court has been established as a separate department.

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step. ▪ Added funding for maintenance and support fees for the audio/video recording system installed in the courts ($45,000) and for day forward redaction of social security and other sensitive information from court records ($57,000). ▪ Increased revenues in Falls Church reimbursements ($57,227) and State reimbursements for technology ($55,000), partially offset by a decrease in the State Compensation Board reimbursements ($19,710) and court fines ($3,000).	
FY 2013	▪ The County Board added funding for replacement of the land records system ($450,000; one-time funding, $70,000; ongoing funding), partially offset with $70,000 in anticipated new fee revenue. ▪ The County Board added funding for an electronic court records system ($326,000; one-time funding, $95,000; ongoing funding), partially offset with $40,000 in anticipated new fee revenue. ▪ The County Board added one-time funding for a Jury Coordinator position ($79,000; one-time funding). ▪ A limited term position was eliminated. ▪ Falls Church revenue decreased ($13,068). ▪ Decreases are included for State Compensation Board reimbursements ($4,900) and Technology Trust Fund grant funding ($6,000).	1.0 (1.0)
FY 2014	▪ The County Board added ongoing funding for a Jury Coordinator / Information Clerk position ($80,378). ▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic courts records system ($326,000). ▪ Fee revenues decreased for the land records ($70,000). ▪ Fee revenues increased for reimbursement to the locality for excess copy fees ($14,000) and interest on criminal fees ($3,000). ▪ Fee revenues increased for Falls Church reimbursements ($4,131). ▪ Grant revenues increased for State Compensation Board reimbursements ($66,460). ▪ Reduced contractual maintenance for microfilm equipment. ▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchases ($15,104).	1.0

Fiscal Year	Description	FTEs
FY 2015	▪ Fee revenues increased for Falls Church reimbursements ($32,443). ▪ Grant revenues increased for State Compensation Board reimbursements ($9,008). ▪ Non-personnel increased due to operating system upgrades related to the jury management system ($12,000). ▪ Fee revenue decreased in the land records due to reduced activity in re-financings; partially offset by excess copy fees and local fines and interest ($189,500). ▪ Grant revenue decreased due to lower projections in State Compensation Board reimbursements ($21,235) and technology reimbursements based on state formula ($26,306).	
FY 2016	▪ Fee revenue decreased due to decline in number of land records documents recorded related to the leveling of mortgage refinancing ($200,000), offset by increased fines ($10,500) and increased Falls Church reimbursements ($1,546).	
FY 2017	▪ The County Board added one-time funding to upgrade jury phone and questionnaire scanning systems ($55,000). ▪ Decreased fee revenue due to a reduction in miscellaneous fees ($40,000). ▪ Increased fee revenue due to higher projections in excess copy fees ($10,000). ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($6,170). ▪ Increased revenue due to higher projections in e-ticket fees ($2,200). ▪ Increased grant revenue due to an expected increase in Compensation Board reimbursements ($18,406), offset by a decrease in state technology reimbursements ($4,000).	
FY 2018	▪ The County Board added funding for postage and printing expenses associated with the one-day, one-trial jury program that began in January 2017 ($45,000). ▪ Removed the one-time funding for the upgrade jury phone and application scanning systems ($55,000). ▪ Increased fee revenue due to expected state excess fees reimbursement ($50,000), e-ticket fees ($1,800), and copy fees ($15,000). ▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($14,864). ▪ Increased grant revenue due to adjustments in State Compensation Board reimbursements ($10,650).	

Fiscal Year	Description	FTEs
FY 2019	▪ No significant changes.	
FY 2020	▪ Eliminated a Business Systems Analyst I position ($129,341). A portion of these savings were apportioned to temporary staffing ($69,340).	(1.0)
	▪ Added a Courtroom Clerk to support the fourth judge which was added by the Commonwealth of Virginia due to the caseload of the Circuit Court ($88,546).	1.0
	▪ Added funding for one-time operating equipment ($8,000) and on-going training and operating expenses ($17,000) for the addition of the fourth judge.	
	▪ Increased fee revenue due to expected interest income on criminal fees ($15,500), e-ticket fines ($200), and court costs ($3,535), offset by fee revenue decreases due to decreased projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenses ($7,820).	
	▪ Increased grant revenue due to an increase in State Compensation Board reimbursements as a result of the State's two percent increase for state employees ($32,216) and miscellaneous state grants ($14,049).	
	▪ *In FY 2019 Closeout, the County Board reallocated temporary personnel funds for the creation of two permanent Court Assistant positions.*	*2.0*

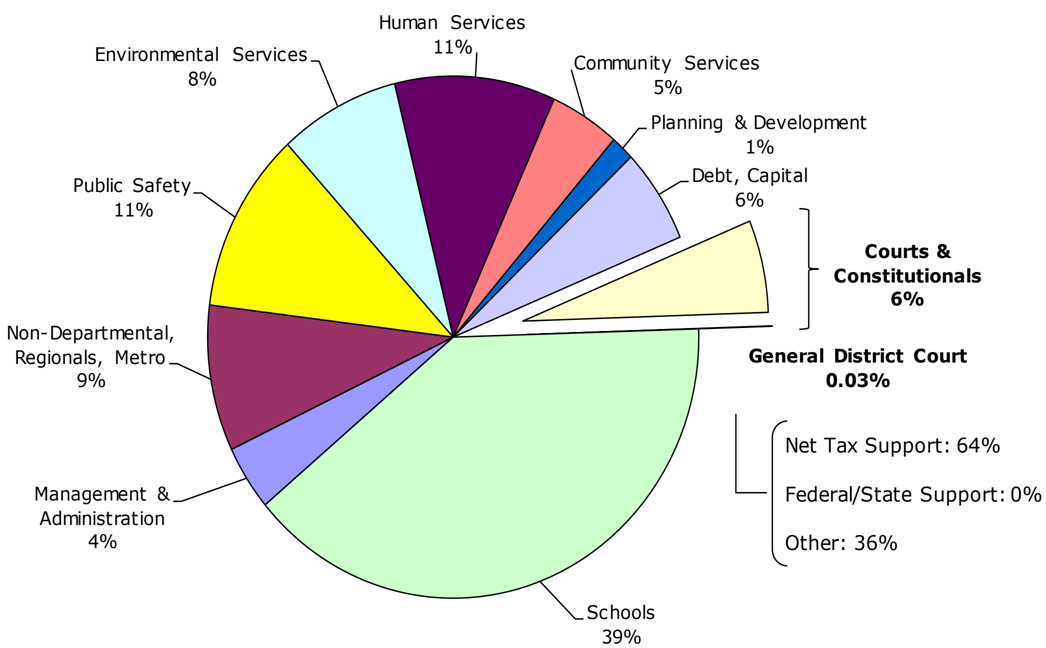
Note: The ten-year history through FY 2014 includes the Circuit Court Judicial Chambers. Since FY 2015, the Clerk of the Circuit Court has been established as a separate department.

GENERAL DISTRICT COURT
Brian P. Henshaw, Clerk
1425 N. COURTHOUSE RD. SUITE 2400, ARLINGTON, VA 22201
703-228-7900
bhenshaw@vacourts.gov

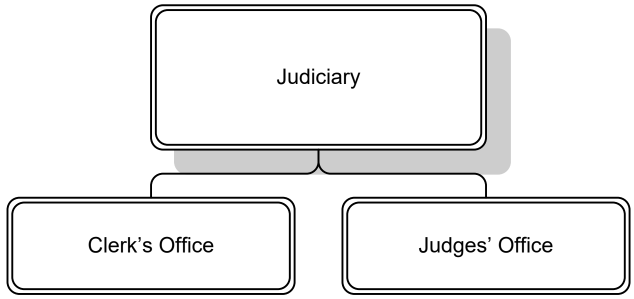
Our Mission: To administer justice in a fair, timely, and efficient manner in the areas of criminal, traffic, civil, small claims, and involuntary civil commitment

The General District Court is the court with the greatest public contact. It has the largest and most varied caseload of the three courts in Arlington County. The General District Court has five divisions: criminal, traffic, civil, small claims, and involuntary civil commitment.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Clerk's Office **Judges' Office**

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the General District Court is $407,675, a five percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($820).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$253,006	$241,825	$262,436	9%
Non-Personnel	99,705	145,239	145,239	-
Total Expenditures	352,711	387,064	407,675	5%
Fees	173,436	149,394	148,574	-1%
Total Revenues	173,436	149,394	148,574	-1%
Net Tax Support	$179,275	$237,670	$259,101	9%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PROGRAM MISSION

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

- Handles the judicial duties of the Court and cases within its jurisdiction.
- Arranges for appointment of counsel for the indigent and facilitates civil involuntary mental commitment hearings, in cooperation with the Sheriff's Office and the Department of Human Services (DHS).

SIGNIFICANT BUDGET CHANGES

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

↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($820).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$105,546	$109,062	$110,294	1%
Non-Personnel	44,556	93,338	93,338	-
Total Expenditures	150,102	202,400	203,632	1%
Fees	22,953	9,394	8,574	-9%
Total Revenues	22,953	9,394	8,574	-9%
Net Tax Support	$127,149	$193,006	$195,058	1%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Bond hearings finalized	2,164	2,550	2,200	5,516	3,108	3,108
Civil cases adjudicated	6,514	6,817	7,210	7,579	7,030	7,030
Criminal cases adjudicated	6,982	6,361	5,947	5,516	6,202	6,202
Traffic cases adjudicated	38,795	34,466	43,328	47,452	41,010	41,010

- The General District Court has no control over the number of bond hearings filed, cased filed, or cases adjudicated. Therefore, all FY 2020 and FY 2021 estimates are based on the average number of bond hearings over the past four years.
- The number of bond hearings issued and adjudicated in each fiscal year may differ due to the number of hearings initiated by attorneys.
- The number of cases filed and adjudicated in each fiscal year may differ due to the number of tickets generated and cases initiated by the Police Department as well as court backlogs and continuances.

CLERK'S OFFICE

PROGRAM MISSION

To provide assistance to the General District Court and ensure that the administration of justice is fair, timely, and efficient.

- Processes criminal warrants, traffic summonses, and civil cases.
- Processes pre-payments of traffic fines.
- Collects fees, fines, and court costs assessed in General District Traffic and Criminal Courts.
- Provides assistance to the public.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

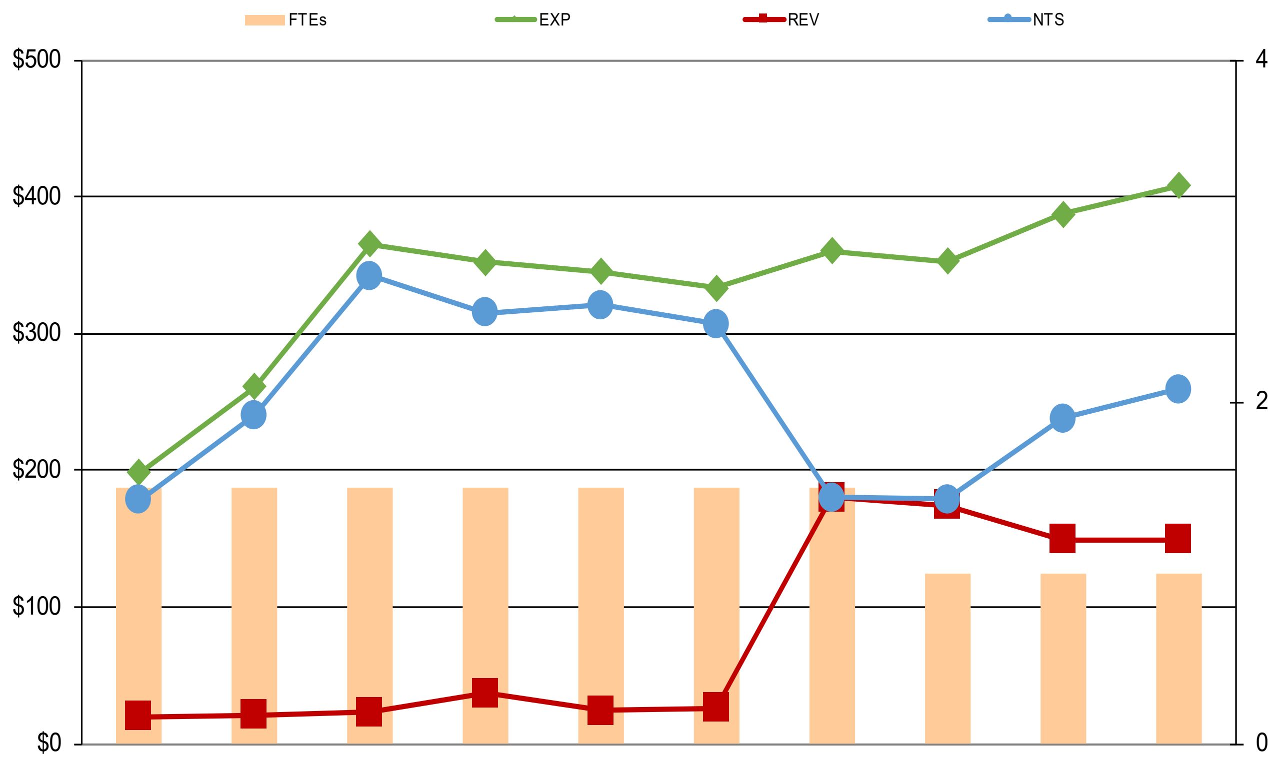
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$147,460	$132,763	$152,142	15%
Non-Personnel	55,149	51,901	51,901	-
Total Expenditures	202,609	184,664	204,043	10%
Total Revenues	150,483	140,000	140,000	-
Net Tax Support	$52,126	$44,664	$64,043	43%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Civil cases filed	6,525	6,325	7,218	7,684	8,092	8,298
Criminal cases filed	6,860	5,831	5,743	5,989	5,668	5,701
Other processes	2,212	1,726	1,500	1,456	1,500	1,550
Percent of fines collected	91%	91%	90%	75%	70%	70%
Traffic cases filed	38,225	34,812	42,353	49,903	50,507	50,636

- The number of cases filed and adjudicated in each fiscal year may differ due to the number of summons, warrants generated and cases initiated by the Police Department as well as court backlogs and continuances.

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



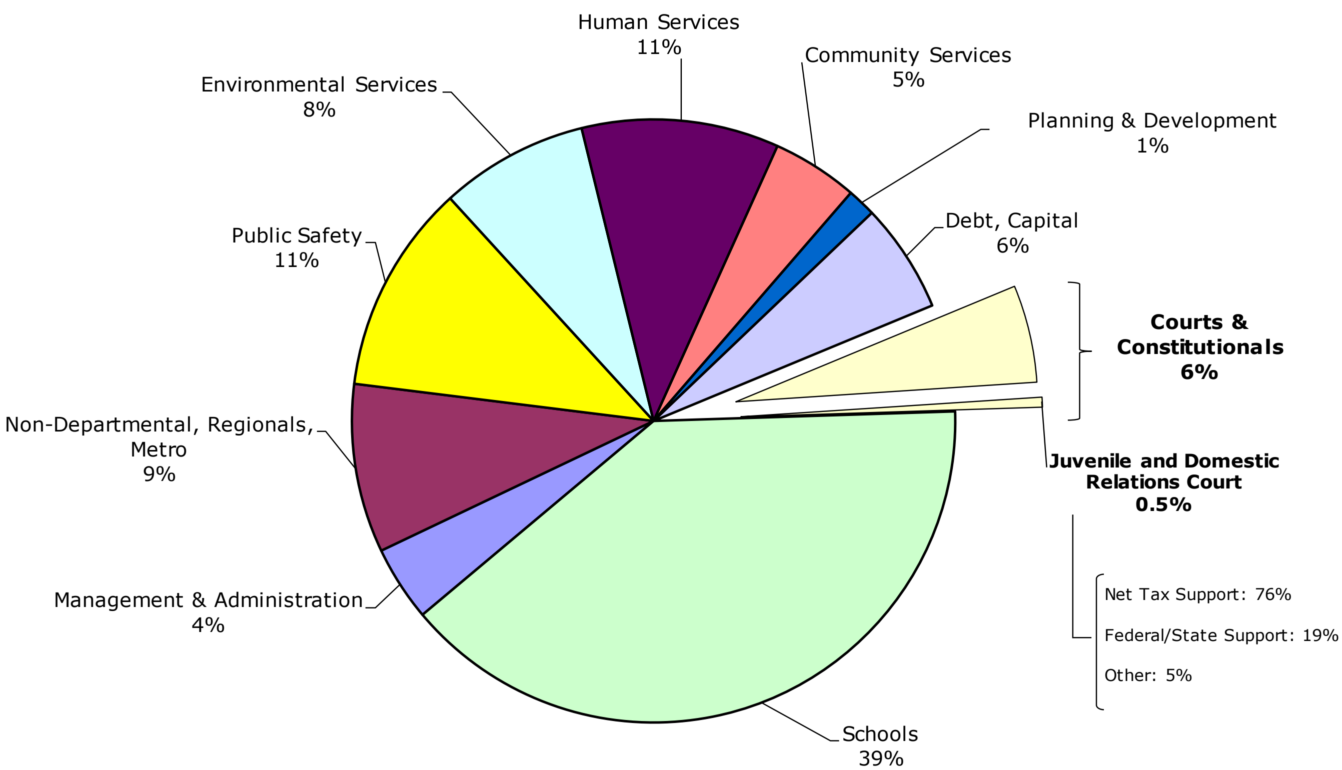
$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$198	$261	$365	$352	$345	$333	$360	$353	$387	$408
REV	$20	$21	$23	$37	$24	$26	$180	$174	$149	$149
NTS	$178	$240	$342	$315	$321	$307	$180	$179	$238	$259
FTEs	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.00	1.00	1.00

Fiscal Year	Description	FTEs
FY 2012	▪ Decreased revenue due to lower projections in Falls Church reimbursements ($6,132).	
FY 2013	▪ Increase in revenues is due to higher projections in Falls Church reimbursements based on the FY 2013 budget and reconciliation of FY 2011 reimbursements with the corresponding expenditures ($788).	
FY 2014	▪ Personnel increases due to a full year funding of a salary supplement for state court clerks adopted by the County Board in FY 2013 ($125,581).	
	▪ Increase in revenues due to higher projections in Falls Church reimbursements based on the FY 2014 budget and reconciliation of FY 2012 reimbursements with the corresponding expenditures ($1,784).	
	▪ Reduced funding for rental communication equipment ($3,333).	
	▪ Reduced funding for print shop charges ($269).	
FY 2015	▪ Decreased revenue due to lower projections in Falls Church reimbursements ($1,063).	
FY 2016	▪ Increased revenue due to higher projections in Falls Church reimbursement ($2,987).	
FY 2017	▪ No significant changes.	
FY 2018	▪ No significant changes.	
FY 2019	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures ($563).	
	▪ Decreased personnel due to the removal of long-term County vacancies to achieve budgetary savings in FY 2019 ($27,970).	(0.5)
FY 2020	▪ Fee revenue decreased due to lower revenue projections for e-ticketing ($32,800), offset by higher projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures ($139).	

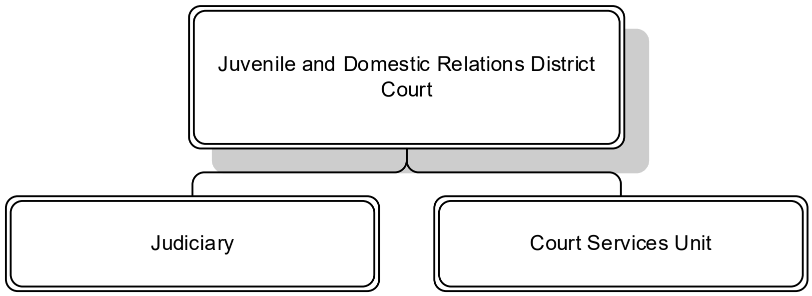
JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
Earl J. Conklin, Director of Court Services
1425 N. COURTHOUSE RD.,SUITE 5100, ARLINGTON, VA 22201
703-228-4600
jdrcourt@arlingtonva.us

Our Mission: To provide effective, efficient and quality services, programs, and interventions for juveniles, adults, and families while addressing public safety, victim impact, offender accountability, and competency development in conformance with court orders, provisions of the Code of Virginia, and standards set forth by the Department of Juvenile Justice.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Judiciary
- Judges' Chambers
- Clerk's Office

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

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

Multi-Jurisdictional Programs
- Aurora House
- Safe Havens
- Intervention, Prevention, and Education Program
- Sheltercare

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Juvenile and Domestic Relations Court is $7,424,158, a two percent decrease from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↓ Personnel decreases primarily due to the conclusion of the U.S. Department of Justice's (USDOJ) Violence Against Women Office, Safe Havens grant ($64,904) and retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↓ Non-personnel decreases due to the conclusion of the USDOJ's Violence Against Women Office, Safe Havens grant ($63,279) and adjustments to the annual expense for maintenance and replacement of County vehicles ($1,883).
- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior payments with actual expenditures ($90,298) and a projected increase in parental payment amounts at the Argus House group home ($9,500).
- ↓ Grant revenues decrease due to the conclusion of the USDOJ's Violence Against Women Office, Safe Havens grant ($143,679).
- ▪ The USDOJ's Violence Against Women Office, Safe Havens grant concludes its three-year term in September 2020. The Juvenile and Domestic Relations Court has reapplied for a continuation to the grant and anticipates a response prior to the start of FY 2021. As part of this potential grant continuation, the 2.0 Safe Havens grant funded FTEs will remain in the FY 2021 budget until a new grant award is finalized. A subsequent grant appropriation will be made by the County Board at that time.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,665,906	$6,267,866	$6,193,099	-1%
Non-Personnel	1,436,151	1,371,988	1,306,826	-5%
Subtotal	7,102,057	7,639,854	7,499,925	-2%
Intra County Charges	(71,672)	(75,767)	(75,767)	-
Total Expenditures	7,030,385	7,564,087	7,424,158	-2%
Fees	328,263	255,527	355,325	39%
Grants	1,281,848	1,540,027	1,396,348	-9%
Total Revenues	1,610,111	1,795,554	1,751,673	-2%
Net Tax Support	$5,420,274	$5,768,533	$5,672,485	-2%
Permanent FTEs	55.50	55.50	55.50	
Temporary FTEs	4.80	4.80	4.80	
Total Authorized FTEs	60.30	60.30	60.30	

PROGRAM MISSION

To ensure that in all proceedings before the Court, the Court considers the safety of the community, the welfare of the child and family, and the protection of the victim.

Judges' Chambers

- The Juvenile and Domestic Relations District Court has jurisdiction over cases involving child abuse and neglect, criminal cases involving juveniles, child custody, visitation and support cases, spousal abuse, spousal support, orders of protection, intra-family criminal offenses, traffic infractions by juveniles, termination of parental rights cases, entrustment agreements, emancipation petitions, petitions for judicial consent for surgical procedures, civil commitment of youth for involuntary hospitalization, preliminary hearings and trials involving criminal offenses committed by adults in which the victim is a juvenile, and hearings for juveniles charged with serious and violent felonies to be tried as adults and children in need of services and/or supervision.

The Clerk's Office

- The Clerk's Office prepares and disperses judicial orders and assists with Court procedures and provides efficient services for people coming before the Court, other agencies, attorneys, and fellow employees.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to a vacancy being filled at a lower rate and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.

↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($208).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$165,008	$150,841	$135,231	-10%
Non-Personnel	28,398	30,564	30,564	-
Total Expenditures	193,406	181,405	165,795	-9%
Fees	6,082	6,295	6,503	3%
Grants	-	-	-	-
Total Revenues	6,082	6,295	6,503	3%
Net Tax Support	$187,324	$175,110	$159,292	-9%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Adult and juvenile cases	4,388	3,512	4,011	3,604	3,710	3,710

- The downward trend in the number of cases is partially the result of JDR and community-wide prevention and diversion efforts to keep youth from entering the juvenile justice system, given research that indicates that contact with this system, in itself, increases risk.

PROGRAM MISSION

To provide effective, efficient, and quality services, programs, and interventions for juveniles, adults, and families while addressing public safety, victim impact, offender accountability, and competency development.

Administration

- Establish strategic goals, supervise and lead employees and operations, and oversee fiscal and administrative systems to fulfill the mission of the Juvenile and Domestic Relations District Court.

Juvenile Probation Unit

- Ensure compliance with court orders by providing the Court with investigation and supervision services which promote positive behavioral change, accountability, and public safety in youth and their families.

Adult Probation Unit

- Ensure compliance with court orders by providing services for adult offenders which encourage family stability and protect the community through conducting investigations, supervising defendants, and coordinating appropriate intervention services.

Intake Unit

- Receive and process civil and criminal complaints as the point of entry to the Court, serve as an information and referral source, provide initial short-term counseling, and monitor compliance of court orders on suspended imposition of sentence cases.

Psychological Services

- Provide mental health services to children, adolescents, and adults as well as consultation for probation officers and community-based staff.

Falls Church Court Services

- Provide intake, probation/parole, and other court services for the City of Falls Church.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($41).
- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($21,661).

PROBATION/INTAKE

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Changes '20 to '21
Personnel	$3,652,275	$4,054,240	$4,141,072	2%
Non-Personnel	186,182	141,542	141,583	-
Total Expenditures	3,838,457	4,195,782	4,282,655	2%
Fees	174,025	169,775	191,436	13%
Grants	793,979	985,036	985,036	-
Total Revenues	968,004	1,154,811	1,176,472	2%
Net Tax Support	$2,870,453	$3,040,971	$3,106,183	2%
Permanent FTEs	37.00	37.00	37.00	
Temporary FTEs	3.50	3.50	3.50	
Total Authorized FTEs	40.50	40.50	40.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average monthly supervision cases (adults/juveniles)	267/320	261/293	260/306	260/300	260/300	260/300
Court-ordered adult/juvenile court studies and reports	20/99	3/144	5/129	5/50	5/50	5/50

COMMUNITY-BASED PROGRAMS

PROGRAM MISSION

To supervise, encourage, and counsel teens and their families to develop competencies needed to function as responsible, self-confident, goal-oriented individuals, and law-abiding citizens.

Andrew B. Ferrari Argus House Boys Group Home

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

Girls' Outreach Program

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

Young Achievers' Program

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

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($1,924).

↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior payments with actual expenditures ($68,429) and a projected increase in parental payment amounts at the Argus House group home ($9,500).

COMMUNITY-BASED PROGRAMS

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Changes '20 to '21
Personnel	$1,682,592	$1,809,879	$1,827,239	1%
Non-Personnel	189,978	192,029	190,105	-1%
Intra-County Charges	(71,672)	(75,767)	(75,767)	-
Total Expenditures	1,800,898	1,926,141	1,941,577	1%
Fees	148,156	79,457	157,386	98%
Grants	298,382	258,670	258,670	-
Total Revenues	446,538	338,127	416,056	23%
Net Tax Support	$1,354,360	$1,588,014	$1,525,521	-4%
Permanent FTEs	15.50	15.50	15.50	
Temporary FTEs	0.80	0.80	0.80	
Total Authorized FTEs	16.30	16.30	16.30	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients Served: Argus House	25	17	13	19	20	20
Clients Served: Girls' Outreach Program	18	20	22	22	22	22
Clients Served: Young Achievers	21	19	18	19	19	19

PROGRAM MISSION

To provide a safe environment for Children In Need of Services (CHINS) and delinquent youth referred to the Juvenile and Domestic Relations District Court.

Aurora House Girls Group Home

- To help residents participate more effectively in their families, schools, and communities by providing the structure and guidance they need to learn how to accept responsibility for themselves and their actions, and to work within the context of family and community systems, which promotes significant and lasting change. Aurora House is located in and operated by the City of Falls Church.

Safe Havens

- To provide safe and supervised custody exchanges and visitation to children whose caregivers are involved in domestic violence cases before the Court. This program is funded by the Office on Violence Against Women, U.S. Department of Justice grant for the Safe Havens initiative for supervised visitation and custody exchanges.

Sheltercare

- To provide emergency and/or short-term residential placement to court-involved youth who are diverted from incarceration, who are unable to return home because of domestic violence or runaway history, or who need transitional housing while they undergo professional assessment.

Intervention, Prevention, and Education Program (IPE)

- Provide intensive community-based supervision and support services to at-risk and/or gang-involved youths and adults in Arlington.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the conclusion of the USDOJ's Violence Against Women Office, Safe Havens grant in FY 2021 ($64,904) and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee insurance.
- ↓ Non-personnel decreases due to the conclusion of the USDOJ's Violence Against Women Office, Safe Havens grant in FY 2021 ($63,279).
- ↓ Grant revenues decrease due to the conclusion of the USDOJ's Violence Against Women Office, Safe Havens grant in FY 2021 ($143,679).
- The USDOJ's Violence Against Women Office, Safe Havens grant concludes its three-year term in September 2020. The Juvenile and Domestic Relations Court has reapplied for a continuation to the grant and anticipates a response prior to the start of FY 2021. As part of this potential continuation, the 2.0 Safe Havens grant funded FTEs will remain in the FY 2021 budget until a new grant award is finalized. A subsequent grant appropriation will be made by the County Board at that time.

PROGRAM FINANCIAL SUMMARY

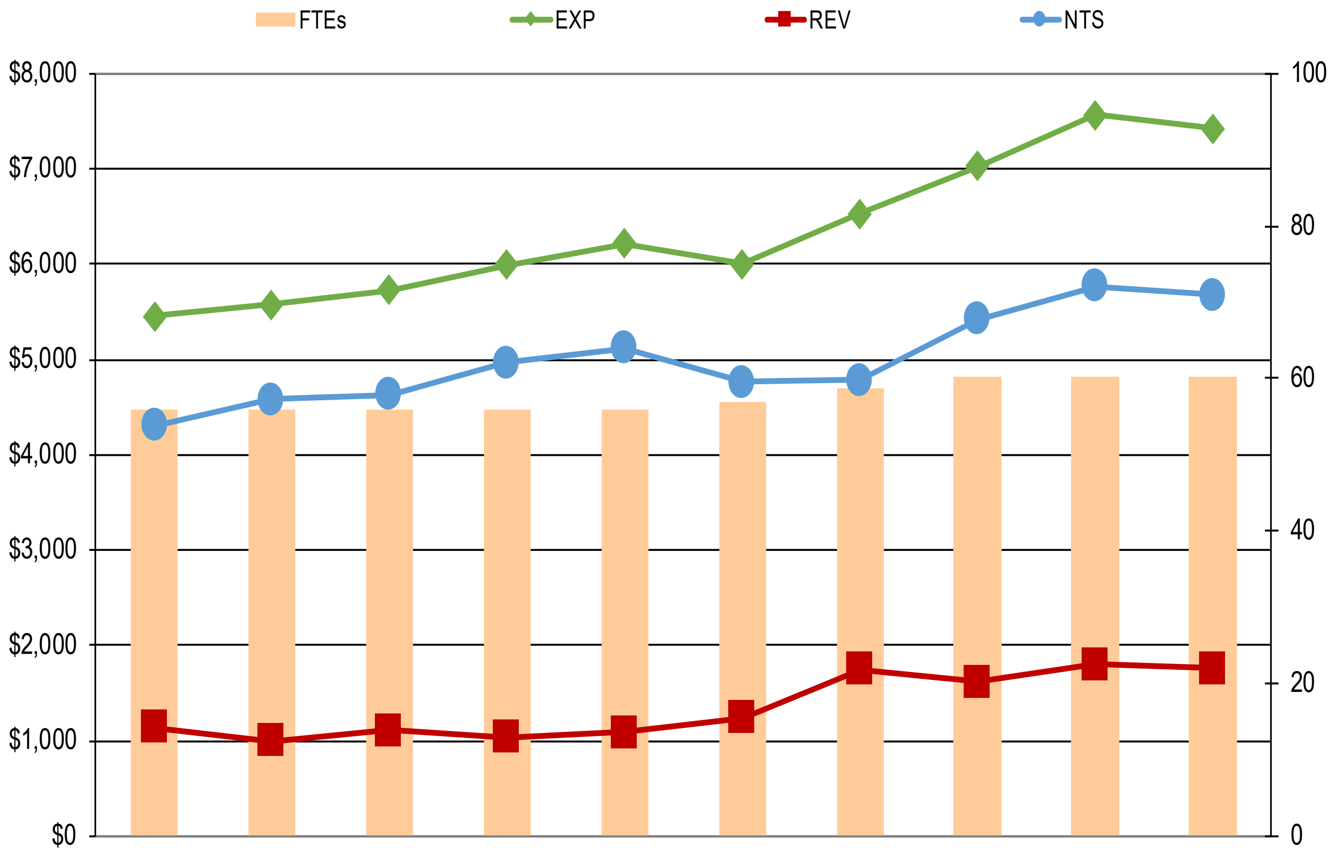
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$166,031	$252,906	$89,557	-65%
Non-Personnel	1,031,593	1,007,853	944,574	-6%
Total Expenditures	1,197,624	1,260,759	1,034,131	-18%
Fees	-	-	-	-
Grants	189,487	296,321	152,642	-48%
Total Revenues	189,487	296,321	152,642	-48%
Net Tax Support	$1,008,137	$964,438	$881,489	-9%
Permanent FTEs	2.00	2.00	2.00	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	2.50	2.50	2.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Aurora House utilization rate (combined rate from all participating jurisdictions)	78%	52%	43%	58%	60%	60%

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

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$5,449	$5,570	$5,731	$5,995	$6,211	$6,004	$6,530	$7,030	$7,564	$7,424
REV	$1,139	$993	$1,105	$1,033	$1,091	$1,237	$1,747	$1,610	$1,796	$1,752
NTS	$4,310	$4,577	$4,626	$4,962	$5,120	$4,767	$4,783	$5,420	$5,768	$5,672
FTEs	55.80	55.80	55.80	55.80	55.80	56.80	58.80	60.30	60.30	60.30

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added funding for the continuation of a position previously funded with the Gang Task Force Grant ($86,109). ▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step. ▪ Decreased revenues primarily due to the loss of the Northern Virginia Gang Task Force grant ($77,490), partially offset by an increase in the Juvenile Accountability Block Grant ($2,607) and higher projections in Falls Church reimbursements ($46,337).	
FY 2013	▪ The County Board added one-time funding for the Northern Virginia Family Service's Gang Prevention Program for two years ($180,000). ▪ Expenses and revenue increased for the Probation and Curfew Enforcement (PACE) grant ($13,324). ▪ Non-personnel expenses increase due to additional funding for Aurora House Girls' Group Home ($75,307) and for food expenses at Argus House ($10,000). ▪ Decrease in fee revenues is due to lower projections for Falls Church reimbursements based on the FY 2013 proposed budget and reconciliation of FY 2011 reimbursements with the corresponding actual expenditures ($3,905). ▪ Decrease in grant revenue reflects a cut by the Commonwealth of Virginia to the Virginia Juvenile Community Crime Control funds ($25,927). ▪ Decrease in Juvenile Accountability Block Grant ($13,221). ▪ Increase in Virginia State Probation reimbursement ($18,310).	
FY 2014	▪ Personnel increased primarily due to the full year funding of a salary supplement for state court clerks adopted by the County Board in FY 2013 ($50,521), partially offset by the elimination of grant-funded overtime ($13,324) due to the Regional Gang Task Force Grant ending. ▪ Non-personnel expenses decreased primarily due to the reduction of the FY 2013 one-time two-year funding for the Intervention, Prevention and increase in funding for Aurora House Girls' Group Home ($64,643). ▪ Intra-County Charges increased to reflects an accounting adjustment related to Comprehensive Services Act (CSA) revenue received for services provided by Argus House ($68,500). ▪ Fee revenues decreased due to lower projections in Falls Church reimbursements ($84,393). ▪ Grant revenues decreased due to a decrease in CSA revenue from the accounting treatment described above ($68,500), as well as the elimination of both the Regional Gang Task Force Grant ($13,324) and the Juvenile Accountability Block Grant ($36,324), partially offset by increases in Virginia Juvenile Community Crime Control Act ($15,034) and Juvenile and Domestic Relations Probation ($28,700) revenues.	
FY 2015	▪ Non-personnel increased due to an increase in funding for Aurora House Girls' Group Home ($17,162).	

Fiscal Year	Description	FTEs
	▪ Fee revenues decreased due to lower projections in Falls Church reimbursements ($4,945).	
FY 2016	▪ Non-personnel increased due to an increase in funding for Aurora House Girls' Group Home ($14,998).	
	▪ Fee revenues increased due to higher projections in Falls Church reimbursements ($15,132).	
	▪ Grant revenues increased in the Commonwealth of Virginia reimbursement for court services ($210,989).	
FY 2017	▪ Non-personnel decreased primarily due to a decrease in funding for Aurora House Girls' Group Home Services based on the FY 2017 budget and reconciliation of prior year payments with corresponding actual expenditures ($58,000).	
	▪ Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($34,735).	
	▪ *In October of 2016, an FTE was added as part of an amendment to the Judicial and Public Safety Agreement with the City of Falls Church.*	*1.0*
FY 2018	▪ Added a Group Home Counselor II position at Argus House in order for the program to comply with staffing ratios required by the Prison Rape Elimination Act (PREA) ($87,207).	1.0
	▪ Added funding for access to Sheltercare beds, educational services for youth placed by the Court and added funding to expand the Court Appointed Special Advocate (CASA) services ($34,250), funded from savings generated from reducing the Crystal City TIF.	
	▪ Adjusted the annual expense for maintenance and replacement of County vehicles ($1,447).	
	▪ Increased funding for Aurora House Girls' Group Home Services based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($21,234).	
	▪ Increased Intra-County charges due to interagency changes for services funded through the state Children's Services Act ($7,267).	
	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($280,604). This includes reimbursement from Falls Church to fund the new Probation Officer II position.	
	▪ Increased grant revenue due to the state reimbursement for the New Probation Officer II position funded by Falls Church ($54,099).	
	▪ *In November of 2017, 1.0 FTE was added as part of the Office on Violence Against Women, U.S. Department of Justice grant for the Safe Havens initiative for supervised visitation and custody exchanges.*	*1.0*

Fiscal Year	Description	FTEs
FY 2019	▪ Added grant funding for the Safe Havens program including two grant funded positions, one of which was authorized during FY 2018 ($104,608 non-personnel, $156,272 personnel, $260,880 revenue).	1.0
	▪ Non-personnel funding and grant revenue both increase due to the transfer of Falls Church's Virginia Community Crime Control Act (VJCCCA) funds from the state as part of the two localities' combined VJCCCA plan ($119,179).	
	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures ($100,376).	
	▪ *In September of 2018, non-personnel contractual funding for the Safe Havens Grant Program was transferred to temporary personnel funding to support the addition of a Supervised Visitation Monitor grant funded position ($27,099, 0.5 temporary FTE).*	*0.5*
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($2,793).	
	▪ Reduced payment to Falls Church for the Aurora House girls group home ($15,000).	
	▪ Fee revenue decreased due to lower projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures ($65,913) and a projected reduction of parental fees paid to the Argus House ($1,000), offset by an increase in Argus House revenue due to increased use of Comprehensive Services for At-Risk Youth (CSA) funding and placements of youth from the City of Alexandria ($12,000).	
	▪ Grant revenue increased due to reimbursements from the Virginia Department of Juvenile Justice for probation expenses ($116,937), offset by a decrease in the U.S. Department of Justice's Violence Against Women Office, Safe Havens program ($13,402).	

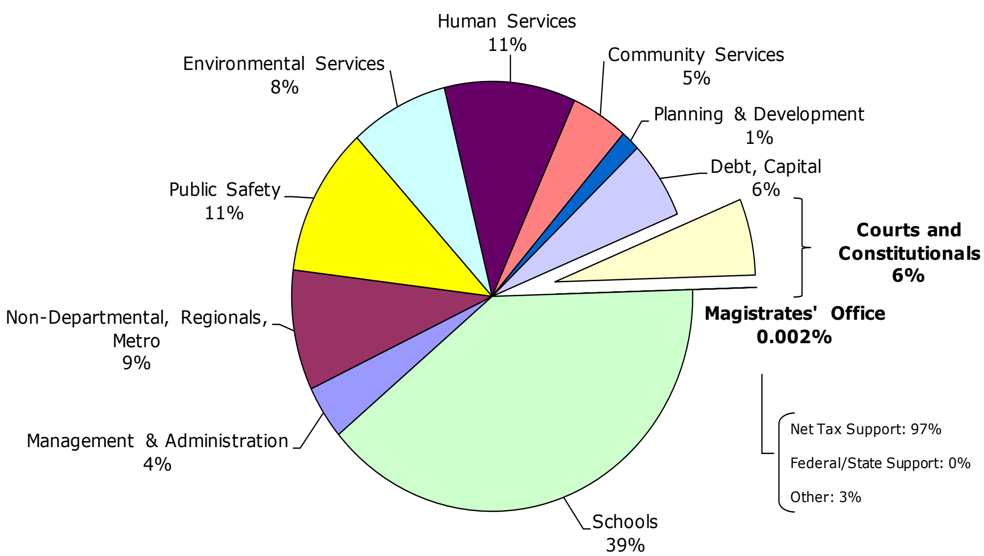
ARLINGTON
VIRGINIA

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

Our Mission: To protect and preserve the rights and liberties of all of the people, as guaranteed by the Constitution and laws of the United States and the County, by providing a fair, independent, and accessible forum to the resolution of their legal rights.

The Office of the Magistrate issues warrants for the arrest of violators of state law and County ordinances; admits to bail or commits to jail all persons charged with offenses subject to the limitations and in accordance with the general laws on bail; and issues civil warrants, temporary detention orders, and emergency protective orders. The Magistrate administers oaths, takes acknowledgements, and acts as conservators for the peace.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Office of the Magistrate

Office of the Magistrate

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Office of the Magistrate is $29,986, no change from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($660).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$18,710	$18,808	$18,808	-
Non-Personnel	7,219	11,178	11,178	-
Total Expenditures	25,929	29,986	29,986	-
Fees	2,125	1,469	809	-45%
Total Revenues	2,125	1,469	809	-45%
Net Tax Support	$23,804	$28,517	$29,177	2%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE MAGISTRATE

PROGRAM MISSION

To protect and preserve the rights and liberties of all of the people, as guaranteed by the Constitution and laws of the United States and the County, by providing a fair, independent, and accessible forum for the resolution of their legal affairs.

- Issue warrants for the arrest of violators of State law and County ordinances.
- Admit to bail or commit to jail all persons charged with offenses subject to the limitations and in accordance with the general laws on bail.
- Issue civil warrants, accept pre-payments of traffic summons when the Clerk's Office is closed, and issue temporary detention orders.
- Administer oaths, take acknowledgements, and act as conservators for the peace.

SIGNIFICANT BUDGET CHANGES

↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($660).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$18,710	$18,808	$18,808	-
Non-Personnel	7,219	11,178	11,178	-
Total Expenditures	25,929	29,986	29,986	-
Fees	2,125	1,469	809	-45%
Total Revenues	2,125	1,469	809	-45%
Net Tax Support	$23,804	$28,517	$29,177	2%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

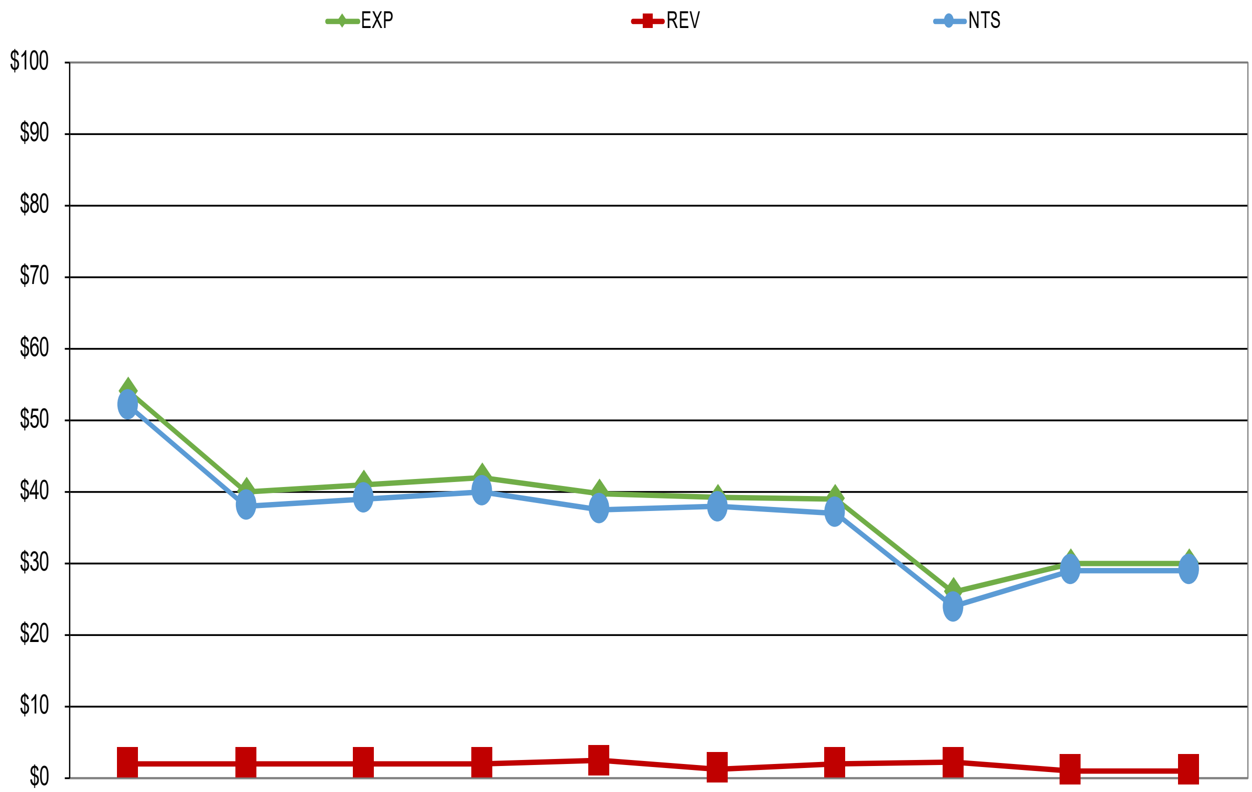
Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Bond hearings initially determined	10,941	10,104	10,140	9,895	9,900	9,900
Miscellaneous processes	N/A	N/A	3,799	6,855	6,900	6,900
Probable cause hearings	7,631	6,379	8,152	8,454	8,500	8,500

- The number of bond hearings initially determined and probable cause hearings reflect not only hearings related to the General District Court but also hearings related to the Circuit Court and the Juvenile and Domestic Relations Court. The number of bond hearings varies annually depending on the number of people arrested, the number of charges per individual, changing legal mandates, and the permutations of bonding procedures before the courts.

OFFICE OF THE MAGISTRATE

- In FY 2018, the number of miscellaneous processes was added to account for processes that are part of the overall workload of the Office of the Magistrate. These include prepayment of tickets, court appointed attorney applications, and the bail check list document that provides additional information to the courts about bonding decisions. The total workload increased in FY 2019, partially due to a new state mandate requiring that a Bond Determination checklist be provided to the courts with additional information about the defendant and the reasons both factual and legal regarding the bond decision. This requires additional questions by the magistrate to law enforcement and the defendant as well as a careful review of the documents provided. This document is now required to be filled out and forwarded to the court for all jailable offenses.
- The number of probable cause hearings varies annually based on the number of arrests, search warrants, mental health Emergency Custody Orders, and Temporary Detention Orders sought; Emergency Protective Order hearings held; changes in legal mandates; and citizen complaints.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
EXP	$54	$40	$41	$42	$40	$39	$39	$26	$30	$30
REV	$2	$2	$2	$2	$2	$1	$2	$2	$1	$1
NTS	$52	$38	$39	$40	$37	$38	$37	$24	$29	$29

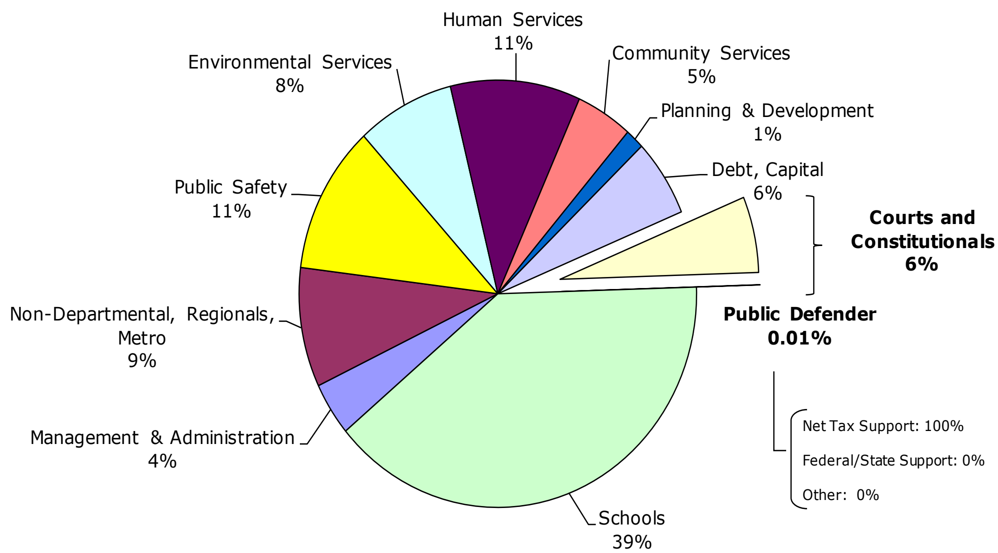
Fiscal Year	Description	FTEs
FY 2012	▪ Decreased revenue from Falls Church reimbursements based on the FY 2012 budget and reconciliation of prior year payments with actual expenditures ($1,916).	
FY 2013	▪ Personnel changes are for a County supplement to the salaries of eligible Magistrate's staff, who are state employees, and are unaffected by changes to County salary and fringe benefit levels. In FY 2013, the supplement decreased due to there being one fewer state employee receiving the County's salary supplement ($12,200). ▪ Increased revenue due to higher projections in Falls Church reimbursements based on the FY 2013 budget and reconciliation of prior year payments with actual expenditures ($1,828).	
FY 2014	▪ Personnel changes are for a County supplement to the salaries of eligible Magistrate's staff, who are state employees, and are unaffected by changes to County salary and fringe benefit levels. In FY 2014, the supplement decreased due to there being one fewer state employee receiving the County's salary supplement ($13,796). ▪ Decreased revenue is due to lower projections in Falls Church reimbursements based on the FY 2014 budget and reconciliation of prior year payments with actual expenditures ($1,860). ▪ Reduced funding for rental of operating equipment ($819).	
FY 2015	▪ Fee revenue increased due to higher projections in Falls Church reimbursements ($193).	
FY 2016	▪ Fee revenue increased due to higher projections in Falls Church reimbursements ($215).	
FY 2017	▪ No significant changes.	
FY 2018	▪ No significant changes.	
FY 2019	▪ No significant changes.	
FY 2020	▪ Adjustment to the salary supplement and payroll taxes ($11,446) due to a recent staff retirement. ▪ Lower projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures ($656).	

OFFICE OF THE PUBLIC DEFENDER
BRADLEY HAYWOOD
2200 Wilson Blvd #501, ARLINGTON, VA 22201
703-875-1111
BHAYWOOD@VADEFENDERS.ORG

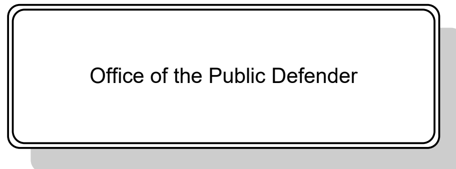
Our Mission: The Office of the Public Defender provides holistic, client-centered representation to indigent persons charged with offenses in Arlington County or the City of Falls Church.

The Office of the Public Defender represents individuals in the General District Court, Juvenile and Domestic Relations District Court, Circuit Court, Court of Appeals, and Supreme Court. It engages in community outreach, criminal justice education, reentry programing, and has spearheaded the initiation and development of problem solving courts in Arlington County. It also zealously protects the liberty interests of justice-involved clients, while also partnering with community agencies and organizations to reduce recidivism and promote public safety.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Office of the Public Defender

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Office of the Public Defender is $181,239, no change from the FY 2020 adopted budget.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$163,717	$181,239	$181,239	-
Non-Personnel	-	-	-	-
Total Expenditures	163,717	181,239	181,239	-
Total Revenues	-	-	-	-
Net Tax Support	$163,717	$181,239	$181,239	**-**
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE PUBLIC DEFENDER

PROGRAM MISSION

To prevent wrongful conviction and facilitate practical cost-saving alternatives to incarceration that reduce recidivism, protect individual liberty, and promote community safety.

- Defend indigent persons accused of crimes in Arlington County, Ronald Reagan Washington National Airport, and the City of Falls Church.
- Provide assistance to clients including reentry planning, case management, referrals to community resources and treatment centers, employment assistance, treatment coordination, health insurance, and sentencing alternatives.
- Independently investigate for evidence of innocence and mitigating circumstances.

SIGNIFICANT BUDGET CHANGES

- The personnel budget consists of a state supplement and associated payroll taxes. There are no changes to the state supplement in this office for FY 2021.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$163,717	$181,239	$181,239	-
Non-Personnel	-	-	-	-
Total Expenditures	163,717	181,239	181,239	-
Total Revenues	-	-	-	-
Net Tax Support	$163,717	$181,239	$181,239	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PERFORMANCE MEASURES

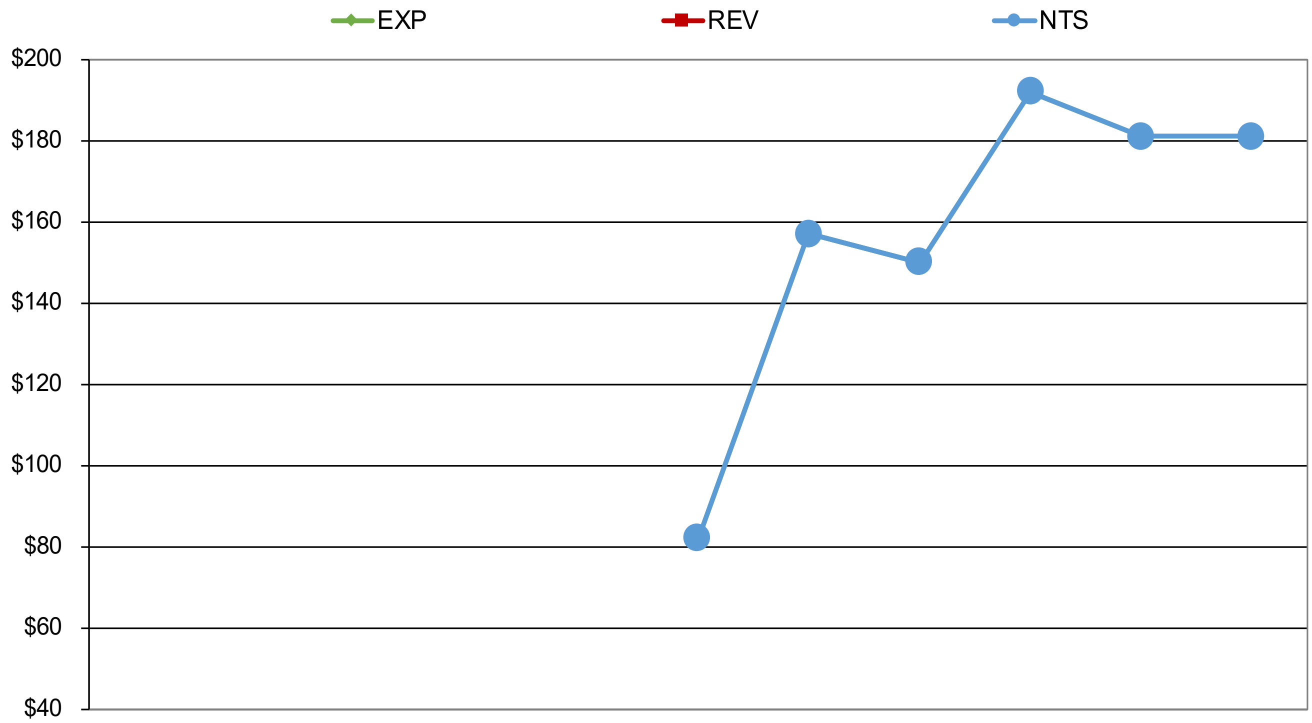
Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of cases per attorney	215	230	208	239	242	242
Number of seriously mentally ill (SMI) clients identified	329	217	409	439	1,000	1,000
Number of SMI incarcerated in the Arlington County Detention Center	723	988	1,023	958	500	500
Number of Competency/Restoration	56	57	56	58	77	85

OFFICE OF THE PUBLIC DEFENDER

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of misdemeanors	1,461	1,258	1,125	1,335	1,275	1,270
Number of non-violent felonies	588	608	640	884	831	835
Number of violent felonies	72	75	58	39	138	115
Number of probation violations	N/A	N/A	N/A	N/A	N/A	N/A
Number of driving while intoxicated (DUI)	N/A	N/A	N/A	N/A/	N/A	N/A
Number of other violations	15	50	20	59	103	75

- The number of cases per attorney increased in FY 2017 due to personnel changes resulting in higher caseloads per attorney. The number decreased in FY 2018 due to the General District Court policy regarding appointment of cases to the Public Defender. The number increased in FY 2019 and FY 2020 due to the recent policy change. This trend is expected to continue.
- In FY 2016, the Office of the Public Defender began tracking clients who were identified as seriously mentally ill (SMI) by pretrial or jail staff. In FY 2017, the number of SMI clients identified decreased due to a change in counting methodology. FY 2018 and FY 2019 actuals increased and FY 2020 and FY 2021 estimates project this increase to continue partially due to the addition of SMI case appointments from the General District Court.
- The Arlington County Detention Facility (ACDF) has seen a drastic increase in SMI clients. Therefore, the Office of the Public Defender projects an increase in SMI clients, as well as an increase in those requiring competency evaluations, to determine competency to stand trial, along with restoration services. Mental health clients remain a very large part of the office caseload. The Public Defender's Office continues to work with the Department of Human Services and Sheriff in taking advantage of county-run diversion initiatives and anticipates this number to decline in FY 2020 and FY 2021.
- According to standards published by the National Legal Aid and Defender Association, the time required for representation of a felony defendant is much greater than for a misdemeanor defendant. The maximum recommended annual workload for a felony attorney is roughly 150 cases, whereas the maximum for a misdemeanor attorney is roughly 400 cases.
- the Indigent Defense Commission's Case Management System [CMS] did not reliably track probation violation or DUI totals in FY 2019 or FY 2020. In practice, probation violations in Arlington require considerably more effort than an average felony case, and since it seems CMS is already counting them as regular felonies, we simply added them to the non-violent felony totals. If the county wishes to continue tracking this metric, we would estimate we handled 250 felony probation revocations in FY2019 and will handle the same number in FY 2020 and FY 2021. In that case the 250 would be subtracted from felony cases figures. Staff have reached out to Richmond to see if this problem will be corrected in the future.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	-	-	-	-	$82	$157	$150	$164	$181	$181
REV	-	-	-	-	-	-	-	-	-	-
NTS	-	-	-	-	$82	$157	$150	$164	$181	$181

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

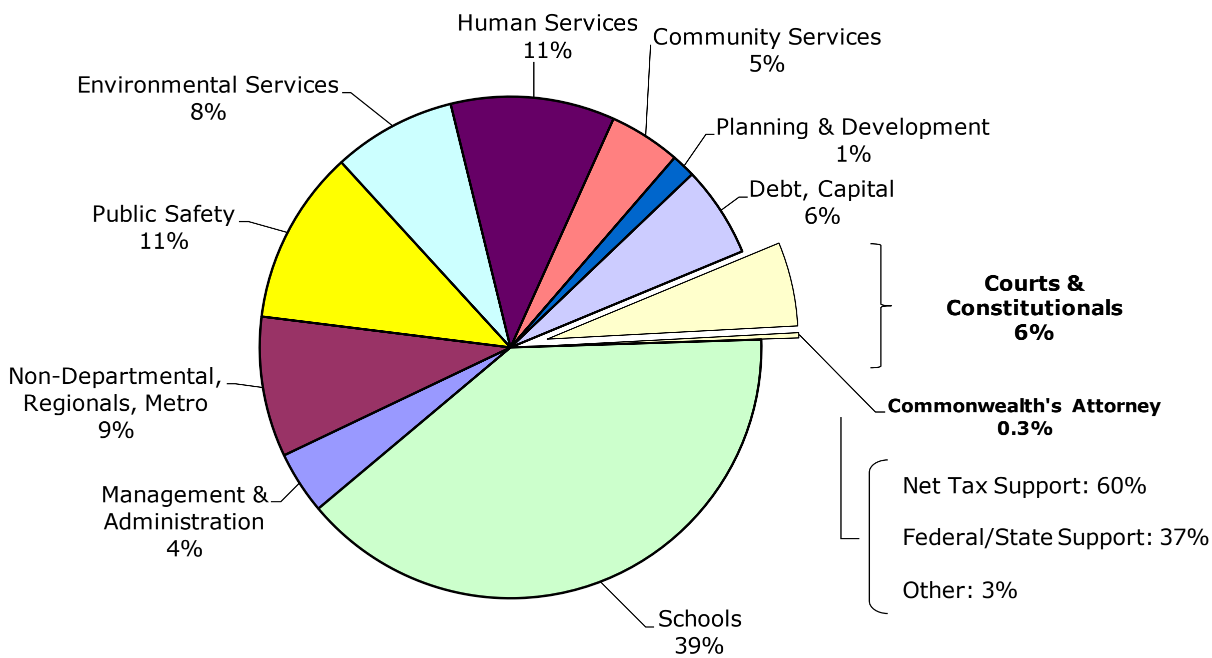
Fiscal Year		Description	FTEs
FY 2016	▪	Added funding for a Public Defender salary supplement, phased in over two years ($80,000).	
FY 2017	▪	Added funding for year two of the Public Defender phase-in salary supplement, bringing the total supplement to 15 percent ($86,111).	
FY 2018	▪	Added funding for the supplement increase based on state salary increases ($5,565) and adjustments for payroll taxes ($13,734).	
FY 2019	▪	Added funding for the supplement increase based on prior year state salary increases ($6,009) and adjustments for payroll taxes ($194).	
FY 2020	▪	Supplement decreased based on prior year state salary levels, staff turnover, and adjustments for payroll taxes ($10,374).	

COMMONWEALTH'S ATTORNEY
Parisa Dehghani-Tafti, Commonwealth's Attorney
1425 N. COURTHOUSE RD.,SUITE 5200, ARLINGTON, VA 22201
703-228-4410
CWA_info@arlingtonva.us

Our Mission: The Office of the Commonwealth's Attorney for Arlington and the City of Falls Church pursues justice, broadly, on behalf victims, defendants, and all of the members of our community. We prioritize public safety, transparency, and accountability. We strive to incorporate data-driven practices to inform our policies, while also seeking restoration by engaging with victims of crime and the community to repair harm.

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

FY 2021 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS

Commonwealth's Attorney

Office of the Commonwealth's Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Office of the Commonwealth's Attorney is $4,686,029, a four percent increase from the FY 2020 adopted budget. The budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, the addition of an Information Systems Analyst position to assist with technology support ($135,000, 1.0 FTE), and a Management Analyst position responsible for office administration ($110,000, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($38,380).
- ↑ Grant revenues increase due to an increase in State Compensation Board reimbursements ($25,861) and an increase in the Department of Criminal Justice Services (DCJS) Victim Witness Grant ($5,570).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,056,737	$4,353,085	$4,544,778	4%
Non-Personnel	200,970	141,284	141,251	-
Total Expenditures	4,257,707	4,494,369	4,686,029	4%
Fees	183,032	198,180	159,800	-19%
Grants	1,559,759	1,706,073	1,737,504	2%
Total Revenues	1,742,791	1,904,253	1,897,304	-
Net Tax Support	$2,514,916	$2,590,116	$2,788,725	8%
Permanent FTEs	35.00	36.00	38.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	35.00	36.00	38.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PROGRAM MISSION

The Office of the Commonwealth's Attorney for Arlington and the City of Falls Church pursues justice, broadly, on behalf victims, defendants, and all of the members of our community. We prioritize public safety, transparency, and accountability. We strive to incorporate data-driven practices to inform our policies, while also seeking restoration by engaging with victims of crime and the community to repair harm.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, the addition of an Information Systems Analyst position to assist with technology support ($135,000, 1.0 FTE), and a Management Analyst position responsible for office administration ($110,000, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($38,380).
- ↑ Grant revenues increase due to an increase in State Compensation Board reimbursements ($25,861) and an increase in the Department of Criminal Justice Services (DCJS) Victim Witness Grant ($5,570).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,056,737	$4,353,085	$4,544,778	4%
Non-Personnel	200,970	141,284	141,251	-
Total Expenditures	4,257,707	4,494,369	4,686,029	4%
Fees	183,032	198,180	159,800	-19%
Grants	1,559,759	1,706,073	1,737,504	2%
Total Revenues	1,742,791	1,904,253	1,897,304	-
Net Tax Support	$2,514,916	$2,590,116	$2,788,725	8%
Permanent FTEs	35.00	36.00	38.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	35.00	36.00	38.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PERFORMANCE MEASURES

Office of the Commonwealth's Attorney

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of "No True Bills" (grand jury does not issue indictments)	0	3	3	7	0	0
Number of indictments resolved by guilty pleas	1,164	1,478	1,168	965	1,200	1,000
Number of indictments terminated without adjudication	201	241	174	159	185	150
Percent of victims receiving services (information and/or direct services)	100%	100%	100%	100%	100%	100%

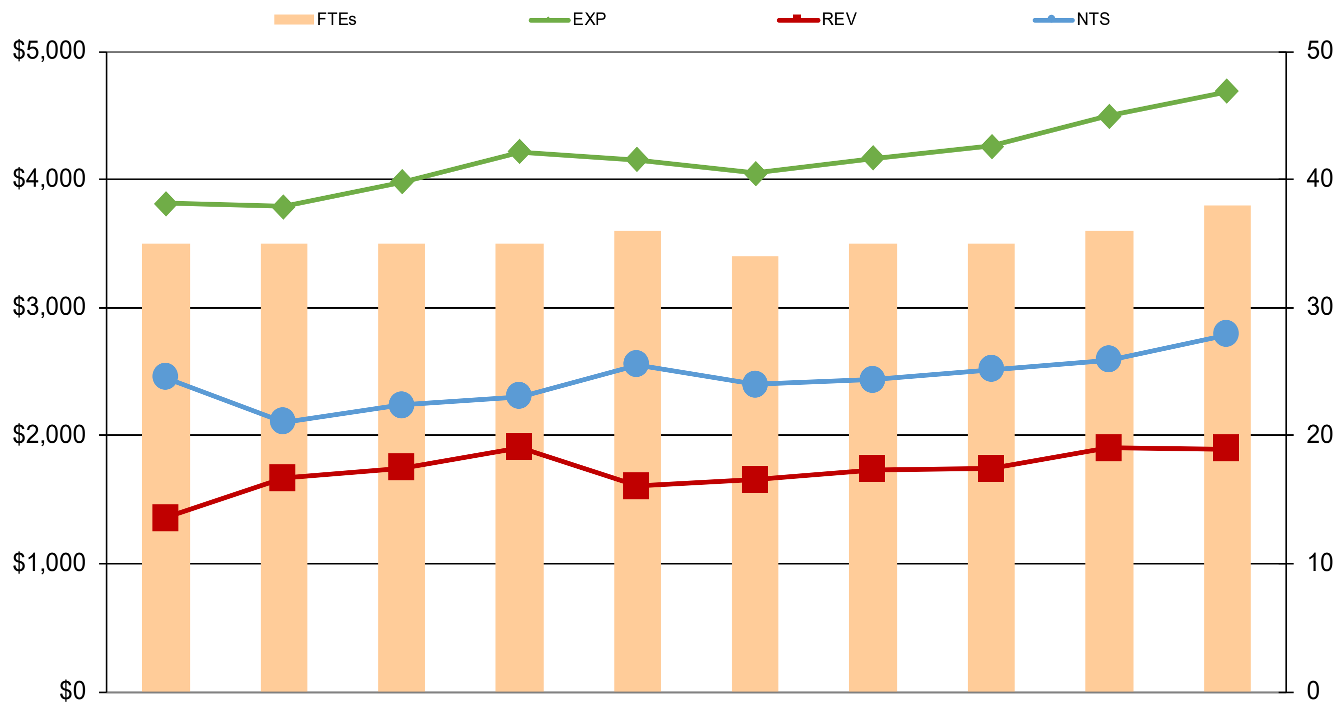
Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Circuit Court: Indictments	1,347	1,524	1,045	713	1,100	800
Circuit Court: Misdemeanor appeals	389	357	449	404	500	400
Circuit Court: Probation revocation	1,676	2,007	2,644	2,451	2,600	2,500
Circuit Court: Sentencings	821	968	654	354	700	400
Arlington General District Court: Criminal Cases	17,109	19,846	18,880	14,845	15,000	15,000
Arlington General District Court: Traffic Cases	31,840	35,921	32,372	40,998	32,500	41,000
Arlington Juvenile and Domestic Relations District Court: Adult Felonies	88	123	103	91	115	100
Arlington Juvenile and Domestic Relations District Court: Adult Misdemeanors	418	372	362	334	375	350
Arlington Juvenile and Domestic Relations District Court: Juvenile Cases	945	831	827	580	850	580
Arlington Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	616	537	483	364	540	365
Falls Church General District Court: Criminal Cases	1,063	611	640	632	650	650
Falls Church General District Court: Traffic Cases	2,034	2,962	2,618	2,626	2,600	2,600
Falls Church Juvenile and Domestic Relations District Court: Adult Felonies	5	11	4	7	5	7
Falls Church Juvenile and Domestic Relations District Court: Adult Misdemeanors	25	23	17	19	25	21
Falls Church Juvenile and Domestic Relations District Court: Juvenile Cases	52	31	24	54	30	50
Falls Church Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	11	12	11	10	12	12

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of victims receiving direct services (Victim Specialist assigned)	62%	47%	50%	66%	60%	60%
Percent of victims receiving generic/indirect services (given information on basic rights and program services, no Victim Specialist assigned)	38%	53%	50%	34%	40%	40%

- The decrease in the number of Circuit Court indictments in FY 2019 is primarily due to the backlog of narcotics analyses at the Department of Forensic Science.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$3,809	$3,790	$3,981	$4,215	$4,153	$4,050	$4,167	$4,258	$4,494	$4,686
REV	$1,358	$1,667	$1,745	$1,908	$1,603	$1,653	$1,731	$1,743	$1,904	$1,897
NTS	$2,451	$2,103	$2,237	$2,307	$2,550	$2,396	$2,436	$2,515	$2,590	$2,789
FTEs	35.00	35.00	35.00	35.00	36.00	34.00	35.00	35.00	36.00	38.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added funding for a position previously funded with the Grants to Encourage Arrest Policies and Enforcement of Protective Orders (GEAP) program ($64,590, 1.0 FTE). ▪ The County Board added funding for a one percent one-time lump sum payment for employees at the top step. ▪ Increased revenues in Falls Church projections ($2,427), Compensation Board reimbursements as a result of partial restoration of funding ($56,318), and High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($26,578).	1.0
FY 2013	▪ Increased revenues in Falls Church reimbursements based on the FY 2013 proposed budget and reconciliation of FY 2011 reimbursements with the corresponding actual expenditures ($107,876). ▪ Decreased revenues in Compensation Board reimbursements ($5,849) based on a reduction in Aid to Localities. ▪ Decreased revenues in the High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($9,751) based on projected personnel expenditures for the grant funded positions. ▪ Increased revenues in the Department of Criminal Justice Services (DCJS) Victim Witness Grant ($3,407).	
FY 2014	▪ Increased fee revenues due to higher projections in Falls Church reimbursements ($2,619). ▪ Increased grant revenues due to an increase in State Compensation Board reimbursements ($77,298) as a result of restoration of previous state aid reductions and salary increases. ▪ Decreased grant revenues in the High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($3,758) based on projected personnel expenditures for the grant funded positions.	
FY 2015	▪ Decreased fee revenues due to lower projections in Falls Church reimbursements ($14,096), offset by an increase in revenue for services related to Commonwealth's Attorney's costs ($5,000). ▪ Increased grant revenues due to an increase in State Compensation Board reimbursements ($159,811) and an increase in the High Intensity Drug Trafficking Area (HIDTA) grant reimbursements ($12,149).	
FY 2016	▪ The County Board added ongoing funding for an Administrative Assistant position ($50,000). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements ($8,114) and revenue for services related to Commonwealth's Attorney's costs ($1,000). ▪ Grant revenues increased due to an increase in State Compensation Board reimbursements ($79,611) and an increase in the Department of Criminal	1.0

Fiscal Year	Description	FTEs
	Justice Services Victim Witness Program Grant ($5,213).	
FY 2017	▪ Eliminated two full-time Assistant Commonwealth's Attorney positions partially funded by the High Intensity Drug Trafficking Area (HIDTA) grant ($244,730 in expenses, $207,890 in revenue, and 2.0 FTEs). Loss of the HIDTA grant does not impact County services because the employees performed no prosecutorial functions in Arlington County. ▪ Decreased fee revenue due to lower projections in the share of concealed weapon permit fees allocated to the Commonwealth's Attorney ($2,000). ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($397). ▪ Increased grant revenue due to adjustments in Compensation Board reimbursements ($2,546).	(2.0)
	▪ *Added a grant funded FTE for the Victim Witness Grant in July 2016.*	*1.0*
FY 2018	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures ($43,090), ▪ Decreased Commonwealth's Attorney's fees ($1,500). ▪ Increased grant revenue due to an increase in the Department of Criminal Justice Services Victim Witness (VW) grant ($91,387) to fund the addition of 1.0 FTE in the Victim Witness Program and the purchase of new technology for the Program ▪ Decreased grant revenue due to a reduction in the state Compensation Board reimbursement ($6,632).	
FY 2019	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures ($12,836). ▪ Increased grant revenue due to a reconciliation with FY 2018 adopted State Compensation Board revenue ($9,133).	
	▪ *Added a State Compensation Board funded Assistant Commonwealth Attorney II position and one-time non-personnel start-up funds in September FY 2019 to prosecute insurance fraud and related crimes in the Northern Virginia area ($84,879 personnel; $7,500 one-time non-personnel).*	*1.0*
FY 2020	▪ Reduction in overtime budget ($5,730). ▪ Reduction of wireless services due to a review of cellular providers ($133). ▪ Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures ($15,246).	

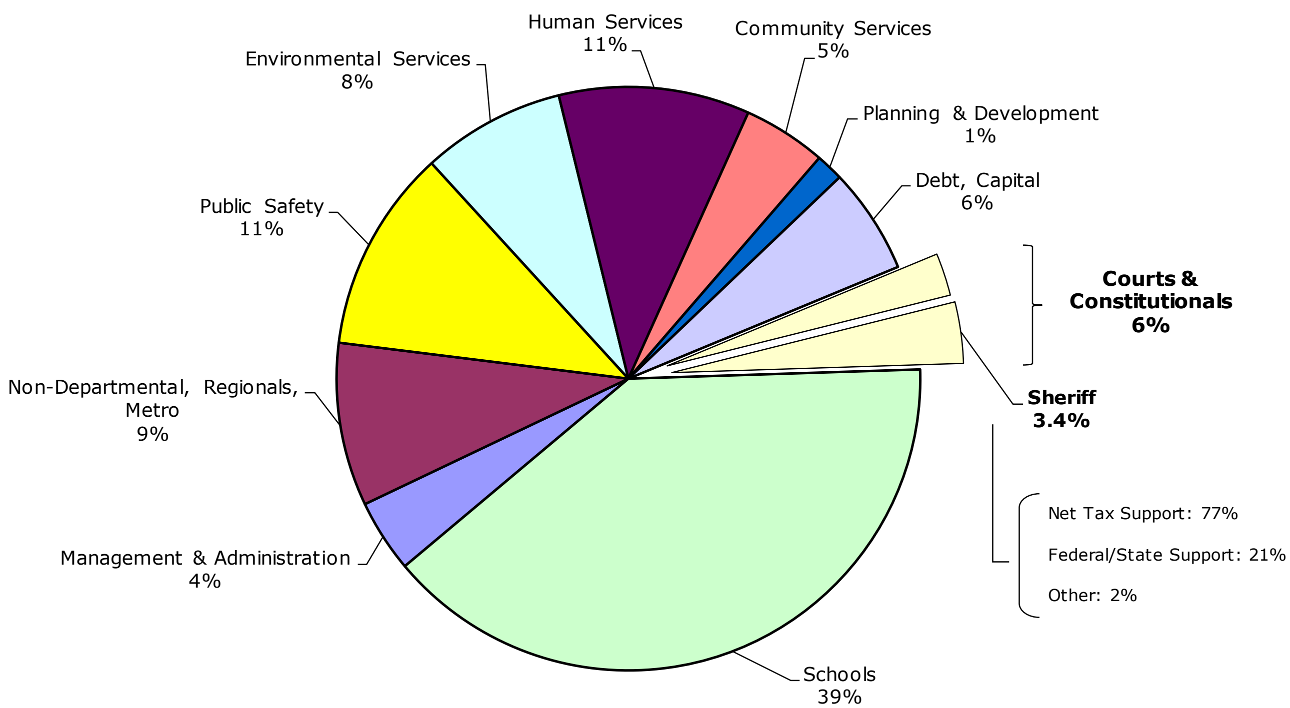
Fiscal Year	Description	FTEs
	▪ Increased grant revenue due to adjustments in State Compensation Board funding ($94,379) and increased State Compensation Board reimbursements ($31,092).	

SHERIFF'S OFFICE
Beth Arthur, Sheriff
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4460
sheriff@arlingtonva.us

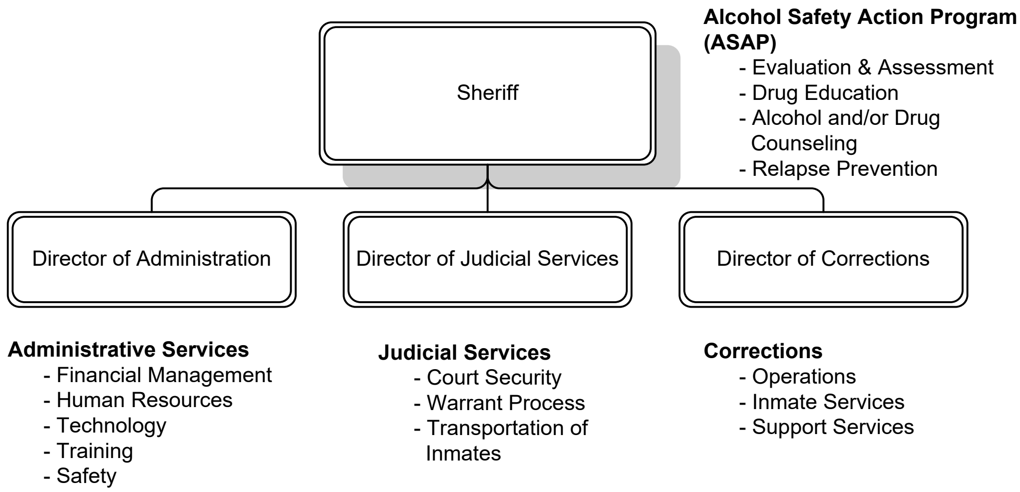
Our Mission: Partnering to make the justice system work

The Arlington County Sheriff's Office is responsible for the management and operation of the Arlington County Detention Facility and all related correctional responsibilities; providing courthouse/courtroom security and court support services; service/execution of civil and criminal warrants and court orders; transportation of inmates; providing administrative support; as well as management and oversight of the Arlington Alcohol Safety Action Program (ASAP).

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Sheriff's Office is $47,406,605, a five percent increase from the FY 2020 adopted budget. The FY 2021 expenditure budget reflects:

↑ Personnel increases due to the addition of an Inmate Service Counselor position to work in the new Behavioral Health Court ($120,475, 1.0 FTE), an increase in shift differential pay ($50,000), employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to an increase in the inmate care pharmaceutical budget ($206,784), the addition of one-time funding for recruitment ($75,000) and one-time expenses associated with the addition of the new Inmate Service Counselor ($7,200), the transfer in of funding to manage the Justice Center security contract from the Department of Environmental Services ($340,000), and adjustments to the annual expense for maintenance and replacement of County Vehicles ($39,170). These increases are partially offset by the removal of FY 2020 one-time funds for equipment and furnishings in the Detention Center ($200,000) and one-time funding to staff a courtroom for a fourth judge ($16,000).

↓ Fee revenues decrease due to the aligning of actuals to budget for court security fees ($300,000), a decrease in fingerprinting fee revenue ($13,000), and Alcohol Safety Action Program (ASAP) fees ($47,018), partially offset by an increase in projections for Falls Church reimbursements ($9,557).

↑ Grant revenues increase due to increases in the State Compensation Board reimbursement ($356,915).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$38,381,078	$37,497,347	$39,120,681	4%
Non-Personnel	9,423,439	8,053,740	8,505,894	6%
Intra-County Charges	(105,628)	(219,970)	(219,970)	-
Total Expenditures	47,698,889	45,331,117	47,406,605	5%
Fees	955,253	1,347,643	997,182	-26%
Grants	9,114,325	9,499,709	9,856,624	4%
Total Revenues	10,069,578	10,847,352	10,853,806	-
Net Tax Support	$37,629,311	$34,483,765	$ 36,552,799	6%
Permanent FTEs	281.00	289.00	290.00	
Permanent Unfunded FTEs	6.00	-	-	
Temporary FTEs	6.00	6.00	6.00	
Total Authorized FTEs	293.00	295.00	296.00	

ADMINISTRATIVE SERVICES

PROGRAM MISSION

To provide the necessary support and resources to carry out the organizational functions to meet the Sheriff's Office goals and missions.

Financial Management

- Prepare annual budget, provide financial analysis, process and monitor expenditures and revenues, and prepare and maintain state budget.

Human Resources

- Source, qualify, and oversee recruitment, hiring, employee relations, performance management, and serve as liaison to the Human Resources Department.

Technology

- Provide research and technology services in areas of communication and information systems for the Courthouse and Detention Facility.

Training

- Maintain and schedule all departmental training mandated by the state and ensure that accredited national and state standards are met.

Safety

- Ensure safety and fire prevention practices are in accordance with federal and state regulations; train staff on safety issues; act as liaison with other County agencies for workers' compensation, occupational health, and the Fire Marshal's Office; and conduct inspections for the Courthouse and Detention Facility.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of a Deputy Sheriff Corporal position from the Judicial Services line of business ($135,636, 1.0 FTE), employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to addition of one-time funds for recruitment ($75,000), the transfer in of funding to manage the Justice Center security contract from the Department of Environmental Services ($340,000), and adjustments to the annual expense for maintenance and replacement of County Vehicles ($39,170). These increases are partially offset by the removal of FY 2020 one-time funds for equipment and furnishings in the Detention Center ($100,000) and funding to staff a courtroom for a fourth judge ($16,000).

↓ Fee revenues decreases due to the aligning of actuals to budget for court security fees ($300,000) and a decrease in fingerprinting fee revenue ($13,000).

↑ Grant revenue increases due to an increase in the State Compensation Board reimbursements ($122,052).

ADMINISTRATIVE SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,259,766	$3,704,311	$4,126,441	11%
Non-Personnel	1,241,364	1,039,014	1,377,184	33%
Total Expenditures	5,501,130	4,743,325	5,503,625	16%
Fees	421,655	665,000	352,000	-47%
Grants	1,788,063	1,798,274	1,920,326	7%
Total Revenues	2,209,718	2,463,274	2,272,326	-8%
Net Tax Support	$3,291,412	$2,280,051	$3,231,299	42%
Permanent FTEs	22.00	23.00	24.00	
Temporary FTEs	2.40	2.40	2.40	
Total Authorized FTEs	24.40	25.40	26.40	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Staff vacancy rate	6.2%	2.9%	3.0%	3.0%	4.5%	3.0%
Percent of staff completing mandatory recertification	100%	100%	100%	100%	100%	100%
Applicants hired	43	46	33	22	38	36

- The staff vacancy rate is expected to increase slightly in FY 2020 due to a combination of adding two additional Deputy Sheriff positions to staff an additional courtroom, the unfreezing of six Deputy Sheriff Positions, and a more competitive job market.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average length of time (in months) to hire new employees	6.8	5.8	6.8	6.3	6.0	5.0
Applications received/processed	2,768	1,712	1,854	1,373	1,100	1,400
Background investigations conducted	630	630	630	660	640	670
Number of training programs completed	3,184	4,000	4,100	4,130	4,150	4,300

- The number of applicants hired decreased and the average length of time to hire new employees increased in FY 2018 due to a more competitive job market and the department being down one background investigator for several months. The average length of time to hire new employees will decrease significantly and the number of applicants hired will increase slightly with full staffing for background investigations in FY 2021.

JUDICIAL SERVICES

PROGRAM MISSION

To provide safe and secure judicial services, as well as administrative support and resources for the Sheriff's Office's multiple missions.

Court Security

- Maintain security and safety for the Courthouse which includes courtrooms of the Circuit Court, General District Court, and Juvenile and Domestic Relations District Court to ensure the safe movement of inmates/prisoners for court proceedings.
- Provide support services to Judges as situations dictate and other related tasks and duties required by the Courts.

Warrant Process

- Serve all legal notices, summonses and orders, supervise evictions and other civil processes issued by the Courts and regulatory offices. This section also conducts fugitive investigations and executes criminal arrest warrants and capiases issued by the Courts.

Transportation of Inmates

- Safely and securely transport all inmates to and from state facilities and other jurisdictions, and to medical and other appointments outside the Arlington Detention Facility. Also included is the transport of people with mental illness who are civilly committed to and from hospitals and commitment hearings.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in County's cost for employee health insurance and retirement contributions based on current actuarial projections, partially offset by the transfer out of a Deputy Sheriff Corporal position to the Administrative Services line of business ($135,636, 1.0 FTE) and a Deputy Sheriff Sergeant position to the Corrections line of business ($182,170, 1.0 FTE).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,976,297	$6,012,423	$6,250,582	4%
Non-Personnel	990,150	-	-	-
Total Expenditures	6,966,447	6,012,423	6,250,582	4%
Total Revenues	-	-	-	-
Net Tax Support	$6,966,447	$6,012,423	$6,250,582	4%
Permanent FTEs	42.00	44.00	42.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	42.00	44.00	42.00	

JUDICIAL SERVICES

PERFORMANCE MEASURES

Court Security

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of times Court Security Supervisor assigned to a courtroom	51	30	28	15	16	16
Number of Court Days	1,800	1,848	2,000	1,912	2,000	2,000
Number of times Courtrooms staffed with non-court security personnel	400	148	180	64	70	77
Percent of court days without significant disruptions	95%	95%	96%	97%	96%	96%
Daily average number of people passing through courthouse screening	1,545	1,350	1,550	1,536	1,680	1,680
Daily average weapons confiscated at screening stations	0	0	0	0	0	0
Daily average number of inmates held in court lockup	30	29	42	23	26	27

- Average daily figures are based on days when the courthouse is open to the public.
- When court security staffing falls below minimum levels, Court Security Supervisors are required to fill the vacancies. As a result, their supervisory duties are not completed.
- Number of court days is the number of courts operating per work day (i.e. 4 courts = 4 days). This includes Circuit Court, General District Court, Juvenile and Domestic Relations Court, and Mental Health Hearings.
- In FY 2020, an additional judge was added to the Circuit Court by the Commonwealth of Virginia based on caseload and two additional Deputy Sheriff were added to staff courtrooms. Therefore, there is a correlating decrease in the number of times Courtrooms are staffed with non-court security. However, the additional court cases will increase the number of court days, the daily average number of people passing through courthouse screening and the daily average number of inmates held in court lockup.
- A significant disruption is defined as an unplanned security response to a courtroom.
- The daily average number of people passing through courthouse screening increased in FY 2018 due to a higher number of court cases and court days.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Circuit Court cases	16,400	18,344	19,000	14,692	16,161	16,000
District Court cases	100,000	77,245	78,500	61,698	62,000	62,000
Juvenile & Domestic Relations Court cases	10,955	10,791	11,000	8,969	9,865	10,000

- The number of Circuit Court cases decreased in FY 2019 due to more continuances with only three Judges. The number of Court Cases is projected to increase in FY 2020 due to the addition of a fourth judge added by the Commonwealth of Virginia.

Warrant Process

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Legal process service: Attempts/investigations	30,100	31,500	32,200	32,400	33,000	33,990
Legal process service: Papers served	27,856	28,500	29,500	29,800	30,500	31,415
Criminal warrants: Served/Disposed	1,292	1,600	1,575	1,550	1,600	1,648
Criminal warrants: Attempts	3,468	3,940	4,500	4,300	4,500	4,640
Evictions: Executed	344	350	375	250	375	386

- The number of criminal warrants served or disposed includes arrests.
- Evictions decreased in FY 2019 due to agreements made between landlord and tenants prior to the actual eviction. The number of criminal warrants attempted increased due to an increased effort to perform warrants based on staff availability.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Legal process service: Papers received	27,468	28,580	31,500	34,300	33,000	33,990
Criminal warrants: Received	1,476	1,650	1,750	1,518	1,600	1,650
Extraditions	180	200	220	200	200	210
Evictions: Received	688	650	650	700	650	670

- The number of evictions received exceeds the number of evictions executed due to a mutual agreement to settle out of court between the property manager and the individual being evicted. However, fewer cases are being settled than in previous years.

Transportation of Inmates

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of transports conducted safely	98%	98%	98%	99%	100%	100%
Prisoners transported	2,686	2,700	2,715	1,443	1,800	1,800

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total transports	2,332	2,350	2,362	1,154	1,600	1,600

- A transport is defined as a trip from one destination to another with any number of prisoners on board (does not include empty return trips).
- The decrease in the number of prisoners transported and total transports is a result of the decrease in overall jail population.
- Transports conducted safely refers to zero escapes, altercations, and/or vehicular accidents.

PROGRAM MISSION

To safely and securely supervise those remanded to the custody of the Sheriff's Office.

Operations

- Responsible for the safety and security of individuals remanded to the Sheriff's custody.

Inmate Services

- Responsible for the basic needs of incarcerated individuals and providing programs that will promote a positive attitude and encourage behavioral change. Alternative programs to incarceration include: Inmate Work Program, Community Work Program, Work Release, Electronic Home Monitoring Program, Pretrial Program, and educational programs.

Support Services

- Responsible for managing inmate needs for the Detention Facility which include: medical, pharmacy, food, laundry, property, commissary, and inmate telephone services. It also administers accounting to manage inmate funds.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of an Inmate Service Counselor position to work in the new Behavioral Health Court ($120,475, 1.0 FTE), the transfer in of a Deputy Sheriff Sergeant position from the Judicial Services line of business ($182,170, 1.0 FTE), an increase in shift differential pay ($50,000), employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in the inmate care pharmaceutical budget ($206,784) and one-time funding for expenses associated with the addition of the new Inmate Service Counselor ($7,200), partially offset by the removal of FY 2020 one-time funds for equipment and furnishings in the Detention Center ($100,000).
- ↑ Grant revenue increases due to increases in the State Compensation Board reimbursement ($234,863).

CORRECTIONS

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$27,499,408	$27,051,820	$28,002,329	4%
Non-Personnel	7,167,265	6,969,329	7,083,313	2%
Intra-County Charges	(105,628)	(219,970)	(219,970)	-
Total Expenditures	34,561,045	33,801,179	34,865,672	3%
Fees	270,919	340,600	340,600	-
Grants	7,326,262	7,701,435	7,936,298	3%
Total Revenues	7,597,181	8,042,035	8,276,898	3%
Net Tax Support	$26,963,864	$25,759,144	$26,588,774	3%
Permanent FTEs	211.00	216.00	218.00	
Permanent Unfunded FTEs	6.00	-	-	
Temporary FTEs	2.60	2.60	2.60	
Total Authorized FTEs	219.60	218.60	220.60	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY2021 Estimate
Virginia Department of Corrections Accreditations compliance rating	99%	100%	100%	100%	100%	100%
American Correctional Association Accreditations compliance rating	99.4%	N/A	N/A	99.4%	N/A	N/A
Average daily population	470	475	480	460	460	430

- The Virginia Department of Correction audits life, health, and safety standards annually.
- The American Correctional Association (ACA) conducts an audit every three years with the next one in FY 2022. There are 435 National Standards that must be met in order to achieve accreditation.

Operations

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of shifts in phase 1 lockdown	46	50	63	87	85	85
Number of shifts in phase 2 lockdown	71	90	157	171	188	207
Number of shifts in phase 3 lockdown	549	560	427	381	N/A	N/A
Police bookings processed	11,021	11,500	11,900	5,923	12,500	N/A
Monthly average inmates housed in Peumansend Creek	12	12	N/A	N/A	N/A	N/A
Daily average state prisoners housed in the detention facility	157	175	185	160	160	160

- Phase 1 lockdowns occur in the Detention Facility when staffing falls 28 percent below required minimum staffing levels during the day and 22 percent below minimum staffing levels at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details. The increase in the estimate for FY 2020 is a result of combining Phase 1 and Phase 2 starting in July 2019.
- Phase 2 lockdowns (*previously Phase 3*) occur in the Detention Facility when staffing falls 31 percent below required minimum staffing levels during the day and 26 percent below minimum staffing levels at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details. The estimated increase in the number of Phase 2 lockdowns in FY 2020 and FY 2021 is due to a number of retirements and resignations.
- Phase 3 lockdowns became Phase 2 lockdowns in July 2019 when Phase 1 and Phase 2 were combined.
- Police bookings will now be completed by the Police Department beginning in FY 2021.
- Arlington County was previously allotted 60 beds at the Peumansend Creek Regional Jail but ended its mutual service agreement when the regional jail closed at the end of FY 2017. Figures were based on a calendar year basis.
- Due to the closing of Virginia Department of Corrections (VDOC) prisons, the number of State Responsible inmates increased between FY 2016 and FY 2017. However, the state is now accepting more inmates, so this number is expected to decrease slightly going forward.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Inmate grievances heard	1,245	1,295	1,200	803	845	845
Total commitments	6,529	6,600	6,650	6,450	6,300	6,300
Total releases	6,489	6,600	6,650	6,450	6,300	6,300
Average daily number of federal inmates held	2	2	2	2	2	2

- The reduction in the inmate grievances heard in FY 2019 is due to a reduction in the jail population and the development of more efficiencies in the grievance process.
- Total releases are the number of prisoners who were committed and have made bond, completed their sentence, transferred, or are released per judicial directive. Increases and decreases in the total number of commitments are directly related to the overall jail population.

Inmate Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Rate of successful closure of pretrial participants	94%	95%	95%	93%	95%	95%
Pretrial supervision days	103,894	90,994	100,000	64,011	95,000	96,000
Pretrial average daily population	367	277	325	176	250	300

- Pretrial supervision days and Pretrial average daily population decreased in FY 2019 due to a reduction in the case load. However, the number of cases started increasing at the end of FY2019 and is expected to continue to increase in FY 2020.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Community work programs completed	111	125	126	95	100	100
GEDs awarded	6	5	5	10	11	12
Home detention placements	3	3	6	3	5	5

- Due to a restructuring of the program, the number of GEDs awarded is expected to increase starting in FY 2019.
- Home detention placements increased in FY 2018 due to more inmates being eligible for the program and choosing to participate. While there were fewer inmates that qualified for the program in FY 2019, the number is expected to trend higher.

Support Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Inmate medical screenings	5,041	5,100	5,150	4,389	4,200	4,189
Inmate physical exams	2,981	3,150	3,250	3,927	3,300	3,200

- An inmate medical screening is done for every person who is committed to the Detention Facility.
- An inmate physical exam is conducted for individuals who are committed once they have been incarcerated for 14 days. A physical is done once a year on those inmates who are incarcerated for more than a year.

Supporting Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Estimate
Inmate meals served	545,851	563,700	565,000	567,000	525,600	492,750

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

PROGRAM MISSION

To improve highway safety by reducing the incidence of driving under the influence.

Evaluation and Assessment

- Each offender is assessed to determine the most appropriate intervention, treatment, and probationary services.

Drug Education

- Offenders are required to attend a minimum of 20 hours of alcohol or drug education. The Arlington office provides these classes for offenders residing in the county and on occasion, those residing outside of the area. The education program focuses on a variety of issues including the effects of alcohol/drugs on the body and the legal consequences of driving under the influence.

Alcohol and/or Drug Counseling

- Those offenders identified as having either substance abuse or dependence issues are referred to certified treatment counselors for further assessment and treatment. Constant communication is maintained between the ASAP case manager and the treatment provider to ensure active participation and compliance.

Relapse Prevention

- Referral for relapse prevention services is considered when an offender has been successfully discharged from treatment but there are concerns or evidence that a relapse is likely. Relapse prevention programs are shorter in duration than outpatient treatment and when appropriate, the ASAP office can arrange for the offender to attend these services free of charge.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by a decrease in benefits based on individual employee benefit selections.

↓ Fee revenues decrease due to decreased in projections for ASAP referral fees ($32,548) and intervention fees ($14,470), partially offset by an increase in projections for Falls Church reimbursements ($9,557).

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$645,607	$728,793	$741,329	2%
Non-Personnel	24,660	45,397	45,397	-
Total Expenditures	670,267	774,190	786,726	2%
Fees	262,679	342,043	304,582	-11%
Total Revenues	262,679	342,043	304,582	-11%
Net Tax Support	$407,588	$432,147	$482,144	12%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	1.00	1.00	1.00	
Total Authorized FTEs	7.00	7.00	7.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of successful program completions	84%	85%	85%	85%	85%	85%
Number of ASAP education programs	47	29	28	29	28	25
Percentage of fees collected in comparison to fees assessed	94%	92%	94%	94%	95%	95%
Maintain compliance with the Virginia Alcohol Safety Action Program standards (percent)	99%	99%	99%	99%	100%	100%

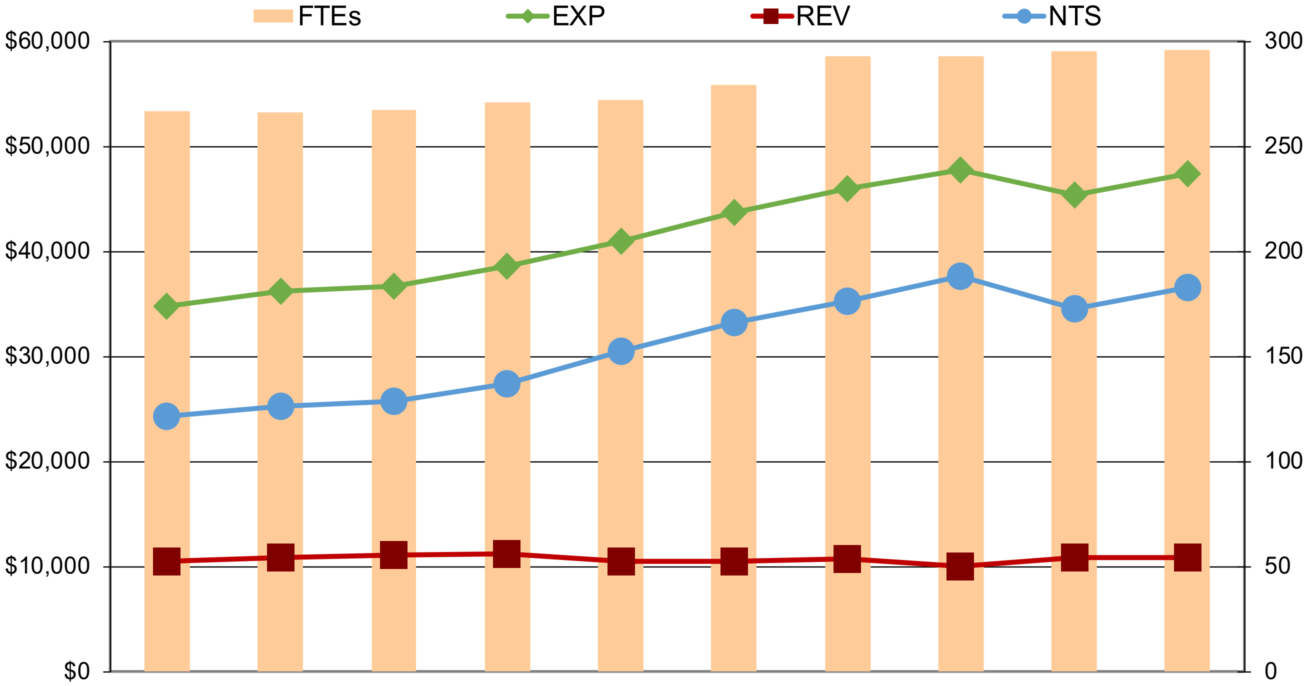
Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of needs identified and referred to appropriate resources	99%	99%	99%	99%	99%	99%
Alcohol referrals	941	774	725	719	725	700
Alcohol education classes	42	26	29	29	28	27
Drug referrals	107	110	110	96	95	80
Drug education classes	5	3	N/A	N/A	N/A	N/A
Falls Church referrals	64	41	40	47	30	45
Public awareness presentations	3	2	3	3	3	3

- An audit is conducted every three years for compliance with the Virginia Alcohol Safety Action Program standards.

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

- The decrease in ASAP education programs is a result of a decrease in court referrals. This would imply a decrease in either arrest and/or convictions for offenses which require an ASAP referral.
- Beginning in FY 2018, the number of drug classes is zero because the drug classes have been combined with the alcohol classes. This allows the program to maximize class enrollment and avoid running classes with empty seats. Only clients that reside in Virginia are required to enroll in the Virginia Alcohol Safety Action Program (VASAP) classes. Many of our clients reside in the surrounding area and opt to complete services where they live.
- Public awareness presentations are conducted to increase public awareness of the dangers of driving while under the influence of alcohol or drugs. These presentations are made to schools, community groups, law enforcement professionals and legal counsel, etc.
- The FY 2020 Falls Church referral estimate is based on the decrease shown between FY 2016 and FY 2018 actuals as well as the number of FY 2019 referrals already received at the time of the FY 2020 estimate was made. The FY 2021 estimate reflects the increases seen in FY 2018 and FY 2019 along with the number of referrals already received in FY 2020.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$34,780	$36,148	$36,728	$38,527	$41,005	$43,703	$45,919	$47,699	$45,331	$47,407
REV	$10,518	$10,855	$11,051	$11,159	$10,500	$10,504	$10,685	$10,070	$10,847	$10,854
NTS	$24,262	$25,293	$25,677	$27,368	$30,505	$33,198	$35,234	$37,629	$34,484	$36,553
FTEs	266.40	266.00	267.00	271.00	272.00	279.00	293.00	293.00	295.00	296.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board restored a Deputy Sheriff position ($72,583, 1.0 FTE) and added one-time funding for one over-strength Deputy Sheriff position ($72,583).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Added contractual increase for inmate care ($75,683).	
	▪ Increased revenues in Falls Church reimbursement ($333,002) and State prisoner reimbursement ($450,000), partially offset by decreases in Compensation Board reimbursement ($100,000) and federal prisoner reimbursement (494,826).	
FY 2013	▪ The County Board restored three Deputy Sheriff Positions ($219,617) to help alleviate staffing issues at the Detention Center.	3.0
	▪ The County Board restored a Warrant Processor position ($45,000).	1.0
	▪ The County Board approved two additional holidays for FY 2013 ($80,000).	
	▪ Eliminated FY 2012 one-time funding for an overstrength position ($72,853).	
	▪ Decrease in the annual expense for the maintenance and replacement of County vehicles ($13,421).	
	▪ Eliminated State Criminal Alien Assistance Program (SCAAP) expenses ($350,000) and corresponding grant revenues ($350,000) due to uncertainty of the federal grant funds.	
	▪ Fuel expenses increased ($26,000).	
	▪ Increased revenue from miscellaneous fees ($60,927).	
	▪ Reduced fee revenue from the City of Falls Church ($51,309).	
	▪ Decrease in State Compensation Board revenue ($70,471) that anticipates ongoing reductions in aid to localities.	
	▪ State prisoner reimbursement revenue increases ($51,000) based on the projected number of prisoners to be held for the state; federal prisoner reimbursement decreased ($9,000).	
FY 2014	▪ The County Board added one-time funding in additional overtime funding to help reduce detention facility lockdowns ($80,000).	
	▪ Personnel increases included reclassification of uniform positions ($842,336).	
	▪ Removed one-time funding for FY 2013 additional County Board approved holidays ($80,000).	
	▪ Increased annual expense for the maintenance and replacement of County vehicles ($17,693) and contractual increases in Inmate Medical Services ($77,117) and Pharmaceutical ($9,329) contracts.	
	▪ Fee revenues increased due to higher projections in Courthouse security fees ($40,000), fingerprinting fees ($2,500), and ASAP fees ($68,077), partially offset by lower projections in Falls Church	

Fiscal Year	Description	FTEs
	reimbursements ($4,950).	
	▪ Grant revenues increased due to increased State Compensation Board reimbursements ($611,403), increased federal prisoner reimbursements ($48,300), and increased Comprehensive Correction Act revenue ($12,507).	
	▪ Reduced Inmate Medical Services ($100,000).	
	▪ *Added a PREA Coordinator position for the Corrections division as part of FY 2013 closeout.*	*1.0*
FY 2015	▪ Added funding for a Prison Rape Elimination Act (PREA) Coordinator ($166,508).	1.0
	▪ Increase in annual expense for operating equipment for Telestaff maintenance charges ($25,000) and contractual agreements for inmate medical and pharmaceutical services ($34,126).	
	▪ Fee revenue increases due to higher projections in Courthouse security fees ($24,830), ASAP fees ($2,432), electronic monitoring and other outside service fees ($13,700) and an increase in Falls Church reimbursements ($24,277).	
	▪ Grant revenue increases due to State Compensation Board reimbursements ($206,323), Highway Safety Grants ($7,150), and Comprehensive Correction Act revenue ($6,920) as a result of an increase in salaries and tuition, which is offset by decreasing federal prisoner reimbursements ($163,300).	
FY 2016	The County Board added funding to begin to address ongoing Sheriff staffing issues ($325,000 personnel, $25,000 non-personnel).	5.0
	▪ The authorized FTEs were increased 1.0 to reflect the County Board's action to add one-time funding for a Deputy Sheriff (1.0 FTE) for the expansion of the Drug Court Program. The salary for this position will be fully charged to the Circuit Court.	1.0
	▪ Swapped contractual services budget ($50,900) to personnel in the conversion of part-time contractors to temporary employees in ASAP ($50,900).	1.0
	▪ Increase due to contractual agreements for inmate medical and pharmaceutical services ($102,835).	
	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements ($172,361), a decrease in concealed weapons fees ($2,500), and other miscellaneous fees ($3,450), which are offset by an increase in ASAP referrals ($10,824).	
	▪ Grant revenue increases due to an increase in prisoner expense reimbursement ($150,000) and an increase in State Compensation Board reimbursements including salary increases for some deputies ($157,151), offset by a decrease in Federal prisoner reimbursement ($25,000) and Highway Safety Grants ($6,525).	

Fiscal Year	Description	FTEs
FY 2017	▪ Added seven new positions include five Deputy positions, one Americans with Disabilities Coordinator (ADA) position, and one Human Resource position ($499,740). The Deputies will be hired half-way through the year. ▪ Increased funding for contractual services for inmate medical and pharmaceutical services ($52,446). ▪ Increased one-time funding for consultant services to assist in any facilities redesign efforts in either the Detention Center or Courts facilities ($50,000). ▪ Increased one-time funding for the purchase of wearing apparel and equipment for the new deputy positions added ($44,644). ▪ Decreased fee revenue due to lower projections in Falls Church reimbursements projections based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($60,308). ▪ Decreased fee revenue in courthouse security ($14,830), fingerprinting ($3,000), electronic monitoring ($8,000), and ASAP program revenue ($61,015). ▪ Increased grant revenue due to an expected increase in Compensation Board reimbursements ($169,330) and an increase in the Comprehensive Corrections Act grant ($4,174). ▪ Decreased grant revenue due to reduced Federal Prisoner reimbursement ($33,400) and the elimination of the Highway Safety Grant ($625).	7.0
FY 2018	▪ Added seven Sheriff Deputies and (two designated as Sergeants) ($295,078); the Sergeants will be hired in January of 2018, while the Sheriff Deputies will be hired in two phases; December of 2017 and May of 2018. ▪ Added one-time funding for new uniforms ($400,000). ▪ Added one-time funding for wearing apparel and equipment for the new deputy positions ($62,502). ▪ Increased armory funding, through a reallocation of funds from the closure of Peumansend Creek Regional Jail (PCRJ) ($50,000). ▪ Added funding for contractual increases for inmate medical services ($71,967) and pharmaceutical supplies ($7,499). ▪ Removed funding for consultant services to assist in facilities redesign efforts in the Detention Center and Courts facilities ($50,000) and wearing apparel and equipment for the deputy positions added in FY 2017 ($43,555). ▪ Decreased fee revenue due to adjustments in fingerprinting fees ($3,000) and a decrease in ASAP program fees ($48,013), ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses ($4,557) and correction fee increases ($490).	7.0

Fiscal Year	Description	FTEs
	▪ Grant revenue increases due an increase in the Prisoner Expense Reimbursement grant ($150,000), partially offset by adjustments in State Compensation Board reimbursements ($58,798), and a decrease in Federal Prisoner reimbursement ($58,100).	
FY 2019	▪ The County Board froze six vacant deputy sheriff positions ($510,000) and added an additional $491,000 to fund an additional 3.0 percent market pay adjustment for the Deputy Sheriff, Corporal and Sergeant positions above the Manager's proposed increase that range from 3.5 percent to 5.5 percent. Entry pay for the Deputy Sheriff job class increased from $50,419 to $51,938, or 3.0 percent. ▪ ▪ Added one-time funding to complete the detention center lock project ($500,000). ▪ Removed one-time funding for new uniforms ($400,000), and equipment for the new employees ($62,502). ▪ Added funding for contractual increases in inmate medical services ($73,036), and for adjustments to the annual expense for maintenance and replacement of County vehicles ($20,696). ▪ Decreased court security fees ($125,000) and ASAP program fees ($35,566). ▪ Increased fee revenue due to higher projections in Falls Church prisoner reimbursements ($41,682). ▪ Grant revenue increased due to an increase in the Prisoner Expense Reimbursement grant ($143,300), an increase in Compensation Board reimbursements ($6,978), and an increase in the Comprehensive Corrections grant ($4,828). ▪ Decreased Federal Prisoner reimbursement ($6,700).	
FY 2020	Funded six Sheriff Deputies positions that were frozen in FY 2019 ($543,201), and to staff a courtroom for a fourth judge which was added by the Commonwealth of Virginia due to the caseload of the Circuit Court ($180,251, 2.0 FTEs). ▪ Removed one-time funds for security projects in FY 2019 ($700,000). ▪ Added one-time funding for equipment and furnishings in the Detention Center ($200,000) and non-personnel funds to staff a courtroom for a fourth judge ($2,000 in ongoing funds; $16,000 in one-time funds). ▪ Increased funding for the inmate medical contract ($108,298), utilities ($196,252) and for adjustments to the annual expense for maintenance and replacement of County vehicles ($9,940). ▪ Increased court security fees ($300,000). ▪ Decreased other fees due to lower projections in Falls Church reimbursements ($280,065) and Alcohol Safety Action Program (ASAP) fees ($13,074).	2.0

Fiscal Year	Description	FTEs
	▪ Increased grant revenue for the State Compensation Board reimbursement ($184,492), Prisoner Expense reimbursements ($6,500), miscellaneous State grants ($8,120), and the Comprehensive Community Corrections grant ($373).	

OFFICE OF THE COMMISSIONER OF REVENUE
Ingrid H. Morroy, Commissioner of Revenue
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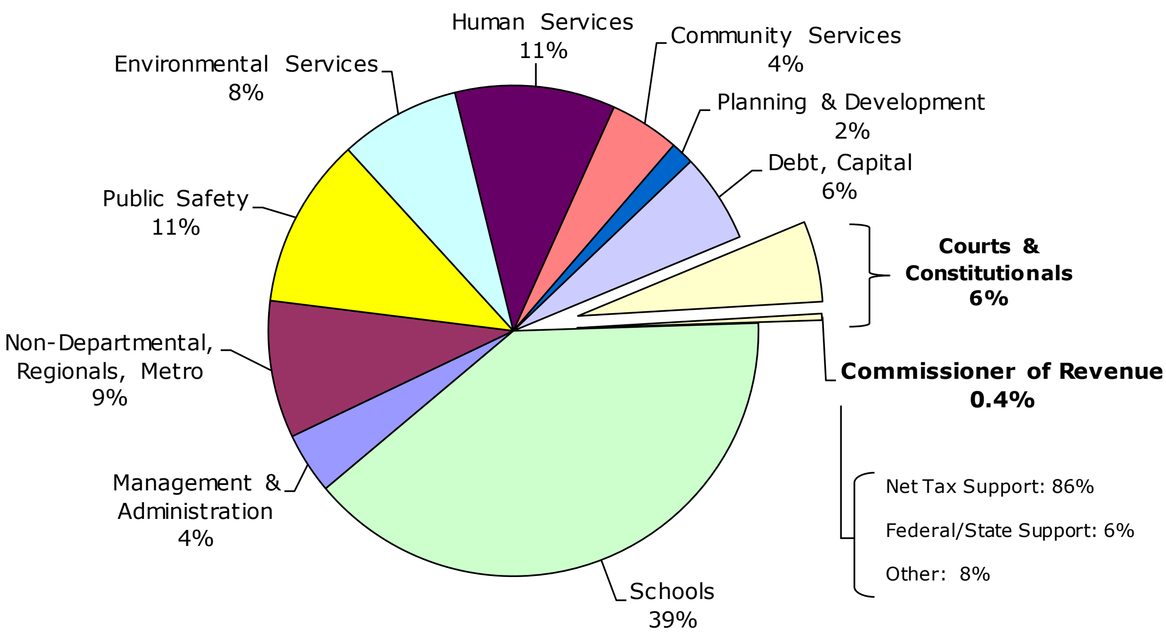
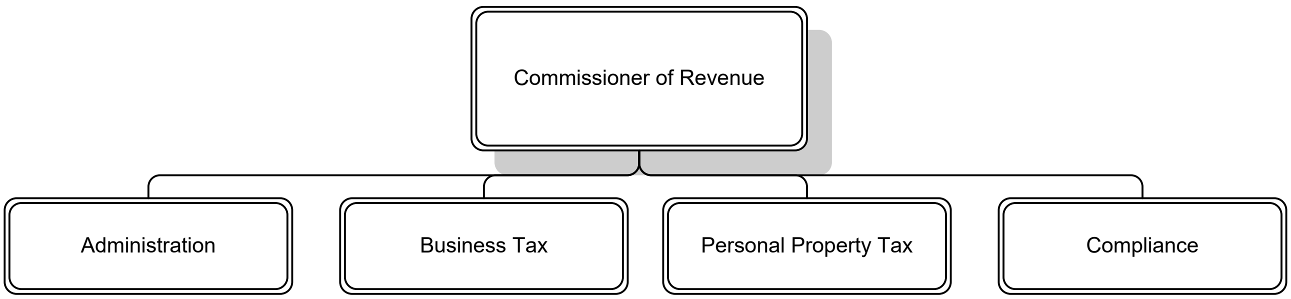
Our Mission: To provide Arlington County residents and businesses with high quality service in meeting their tax obligations.

The Office of the Commissioner of Revenue provides Arlington County residents and businesses with high-quality service in meeting their tax obligations by applying Virginia State and Arlington County tax laws with uniformity, fairness, and integrity. The Office is committed to providing customer advocacy to protect the rights of individual and business taxpayers and resolving those issues not satisfactorily addressed through normal channels.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administration
- Administration
- Legal Counsel
- Customer Advocacy

Business Tax

Personal Property
- Personal Property Registration & Assessment
- DMV Select

Compliance
- Personal Property Enforcement
- State Income Tax Assistance

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Commissioner of Revenue is $6,006,950, a two percent change compared to the FY 2020 adopted budget. The FY 2021 budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Grant revenue increases to align budget with more accurate projections of State Compensation Board reimbursements.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,561,720	$5,676,665	$5,770,748	2%
Non-Personnel	402,495	236,243	236,202	-
Total Expenditures	5,964,215	5,912,908	6,006,950	2%
Fees	355,174	340,000	340,000	-
Grants	463,487	473,420	487,995	3%
Total Revenues	818,661	813,420	827,995	2%
Net Tax Support	$5,145,554	5,099,488	5,178,955	2%
Permanent FTEs	53.00	53.00	53.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	53.00	53.00	

ADMINISTRATION

PROGRAM MISSION

To direct and support all programs administered by the Office of the Commissioner of Revenue by preparing and managing the budget, administering human resources, providing legal counsel to the staff and customers, and providing administrative support required to meet the Commissioner's mission. There are three distinctive functions in the division: administration, legal counsel, and customer advocacy.

Administration

- Prepares, monitors, and analyzes budget development and execution.
- Oversees the recruitment and hiring process.
- Provides information systems and technology support.

Legal Counsel

- Advises the Commissioner and her staff regarding legal issues.
- Assists the Commissioner's office in developing clear and consistent policies and standards for assessing property.
- Communicates and negotiates with taxpayers and their legal counsel.
- Responds on behalf of the Commissioner in taxpayer appeals to the State Tax Commissioner.
- Resolves issues regarding exemptions from taxation.

Customer Advocacy

- Ensures that the rights of individuals and business customers are protected and that issues that have not been satisfactorily addressed through regular channels are resolved.
- Provides an independent review of customers' tax situations and recommends administrative solutions and changes.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Grant revenue increases to align budget with more accurate projections of State Compensation Board reimbursements.

ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,480,302	$1,487,678	$1,525,265	3%
Non-Personnel	378,474	181,126	181,085	-
Total Expenditures	1,858,776	1,668,804	1,706,350	2%
Fees	355,174	340,000	340,000	-
Grants	463,487	473,420	487,995	3%
Total Revenues	818,661	813,420	827,995	2%
Net Tax Support	$1,040,115	$855,384	$878,355	3%
Permanent FTEs	11.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of customer requests fulfilled by established timeframes	100%	100%	100%	100%	100%	100%
Percent of financial transactions satisfactorily processed within established timeframes	100%	100%	100%	100%	100%	100%
Percent of personnel transactions processed satisfactorily within guidelines	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of customers served by Advocate	1,097	1,298	1,478	1,536	1,550	1,550

- The number of customers served by the Advocate increased further in FY 2018 due to ongoing program outreach to businesses, homeowner associations, and service organizations. With continued improved internal processes and databases, including inter-division collaboration efforts, the number of customers served by the Advocate is expected to continue to grow at a steady rate in FY 2020 and FY 2021.

BUSINESS TAX

PROGRAM MISSION

To ensure uncompromising standards of fairness for all businesses that conduct business in Arlington by ensuring that they are properly assessed.

Business Tax

- Coordinates the assessment of the business, professional, and occupational license (BPOL) tax in Arlington County.
- Assesses custodial taxes, including meals tax and transient occupancy tax.
- Assesses a business tangible personal property tax on all furniture, fixtures, machinery, and tools used in Arlington County.
- Manages and administers an aggressive field canvass program to discover businesses that are conducting business in Arlington County without filing required tax returns.
- Provides exceptional customer service through improvements in training, technology, and by continuous personal interaction with the business community.
- Coordinates a sales tax audit program to more closely monitor sales tax payments received from the State compared with local retailers' business license filings.
- Conducts an in-depth annual audit program, which reviews customer documents related to the business license, business tangible, and custodial taxes of 200-240 businesses, and makes adjustments as needed.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,122,335	$2,159,326	$2,243,670	4%
Non-Personnel	13,251	12,000	12,000	-
Total Expenditures	2,135,586	2,171,326	2,255,670	4%
Total Revenues	-	-	-	-
Net Tax Support	$2,135,586	$2,171,326	$2,255,670	4%
Permanent FTEs	20.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	20.00	20.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent business license statutory assessments to total business license returns	5%	5%	7%	7%	7%	7%
Percent business tangible statutory assessments to total business tangible returns	11%	12%	11%	11%	12%	12%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of business license tax returns processed	18,076	19,308	20,515	20,152	21,000	21,400
Number of business tangible tax returns processed	10,909	11,098	11,548	11,635	11,900	12,000
Number of custodial tax assessments	12,204	12,309	13,218	14,128	14,500	16,000
Number of days to respond to customer inquiries	1	1	1	1	1	1
Number of establishments assessed for meals tax	933	932	949	959	980	1,010

- When a business does not file an annual return with the County, a statutory assessment is made.
- Business license statutory assessment returns increased in FY 2018 due to the implementation of the Residential Rental and Accessory Homestay programs, including the automation of business license statutory assessments. Business License statutory assessments will remain steady or increase slightly in FY 2020 and FY 2021 due to continuation of programs that identify new customers engaged in these business activities.
- In FY 2019, the number of business license applications, business tangible and custodial tax returns processed, and establishments assessed for meals tax that are required to file and pay electronically increased due to the continuation and automation of the Residential Rental and Accessory Homestay programs. This increase is expected to continue in FY 2020 and FY 2021 due to the rising number of commercial re-development projects in the County.

PERSONAL PROPERTY

PROGRAM MISSION

To ensure fair and uniform assessments of all vehicle personal property.

This division has two major functions: registering and assessing personal property and operating a satellite office of the Department of Motor Vehicles (DMV Select).

Personal Property Registration and Assessment

- Coordinates the registration and assessment of personal property, such as motor vehicles, trailers, and boats; vehicle status modifications; tax liability adjustments; and tax code interpretation and application.
- Conducts monthly analyses of new vehicle registrations to ensure that all vehicles are assessed and billed in accordance with state and local code.

DMV Select

- Provides a limited number of DMV services, such as processing applications for obtaining titles and registering motor vehicles, issuing motor vehicle license plates and decals, and issuing disabled placards and driver transcripts.

SIGNIFICANT BUDGET CHANGES

- No significant changes.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,474,944	$1,471,227	$1,470,821	-
Non-Personnel	10,770	43,117	43,117	-
Total Expenditures	1,485,714	1,514,344	1,513,938	-
Total Revenues	-	-	-	-
Net Tax Support	$1,485,714	$1,514,344	$1,513,938	-
Permanent FTEs	16.00	16.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	16.00	

PERSONAL PROPERTY

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Call abandon rate	4.0%	3.0%	2.0%	2.0%	2.0%	2.0%
Number of discrete pieces of personal property assessed (vehicles, boats, etc.)	194,092	193,130	192,487	204,058	194,000	194,000
Percent of assessments in compliance with the Code of Virginia	100%	100%	100%	100%	100%	100%
Percent of email inquiries resolved within a three-day timeframe	90%	93%	95%	95%	95%	95%
Percent of Personal Property Tax Reliefs (PPTR) that meets the PPTR Act compliance guidelines	100%	100%	100%	100%	100%	100%
Percent of total accounts adjusted	13%	13%	12%	10%	10%	10%
Total value of assessments (in billions)	$1.59	$1.62	$1.61	$1.67	$1.66	$1.66

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of emails received	13,036	12,576	10,611	6,831	7,000	7,000
Number of tax adjustments	25,250	24,220	23,500	19,718	20,000	20,500
Total calls received	34,916	31,034	30,504	30,670	31,000	31,000

- The number of discrete pieces of personal property assessed increased in FY 2019 due to improving economic conditions contributing to an uptick in vehicle purchases and an increase in field visits attributed to efficiencies gained from automation. This number is expected to come back down for FY 2020 and FY 2021 as the automotive industry begins to flatten.
- The percent of total accounts adjusted continued to decrease in FY 2019 as a result of customers getting properly prorated original bills instead of receiving full-year bills that then had to be adjusted. Further, better web-based tools are available for customers to inform the Commissioner's office if a customer moved or sold a vehicle. Better billing up-front is expected to continue into FY 2020 and FY 2021.
- The total value of assessments increased in FY 2019 mainly due to the increase in vehicles purchased during the year. This value is expected to remain steady or slightly down for FY 2020 and FY 2021.
- The number of emails received decreased in FY 2019 because the contact information on vehicle personal property bills was changed from the division's email address to the website which offers residents more self-service options including CAPP. The number of emails is expected to remain low in FY 2020 and FY 2021 as residents are able to answer more of their questions through other electronic resources.

COMPLIANCE

PROGRAM MISSION

To achieve uncompromising standards of fairness for all customers in Arlington County by ensuring that all eligible property subject to taxation in Arlington is properly assessed. The division is responsible for the personal property enforcement program and state income tax assistance.

Personal Property Enforcement

- Discovers vehicles regularly garaged in Arlington County that are not registered with the Commissioner of Revenue.

State Income Tax Assistance

- Provides customer service to Arlington residents on individual Virginia state income tax matters.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to staff turnover and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County’s cost for employee health insurance.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$484,139	$558,434	$530,992	-5%
Non-Personnel	-	-	-	-
Total Expenditures	484,139	558,434	530,992	-5%
Total Revenues	-	-	-	-
Net Tax Support	$484,139	$558,434	$530,992	-5%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	6.00	

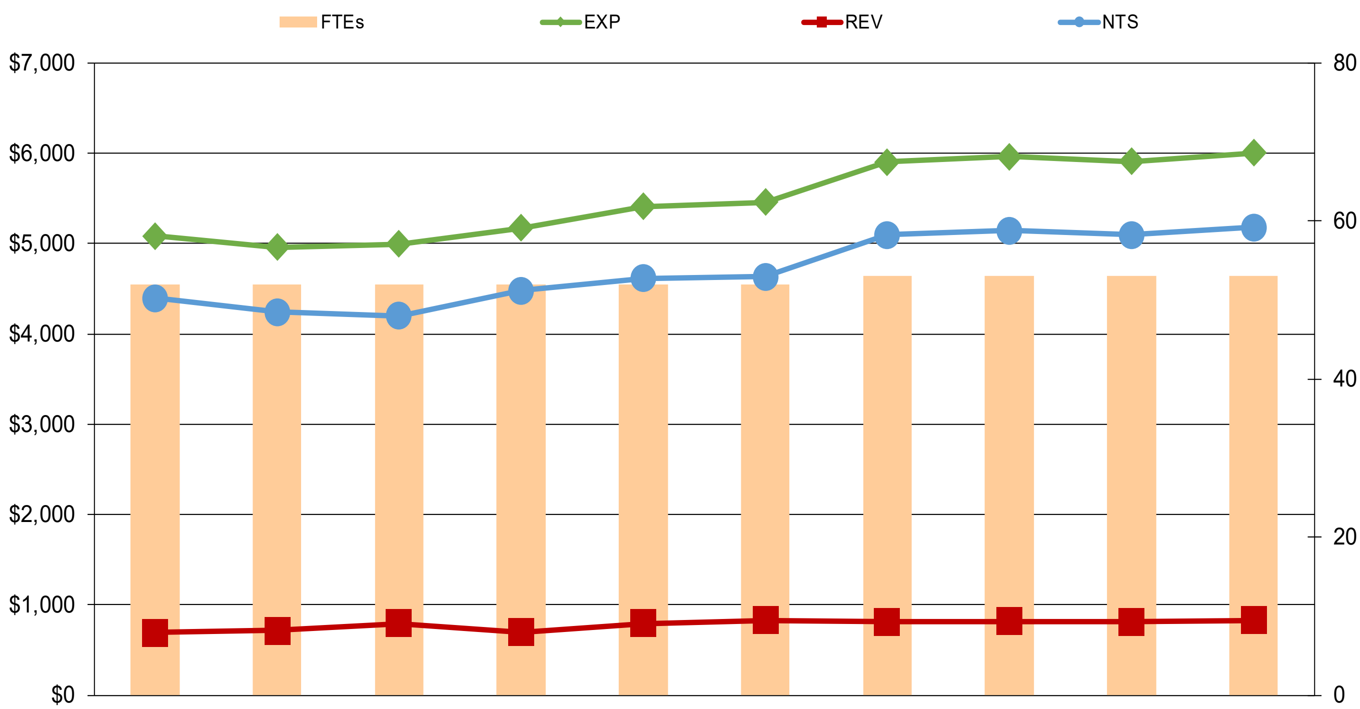
PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Value of Personal Property assessments by Enforcement Program (in millions)	$2.15	$2.11	$1.87	$2.45	$2.50	$2.50

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Enforcement Program letters sent	15,213	17,734	17,464	19,135	20,500	22,000
Summonses issued	959	1,212	972	1,267	1,300	1,300

- In FY 2019 the number of vehicles added to the tax rolls increased and vehicle values remained steady, as a result assessment revenue increased. Field visit process automation incorporating the Automatic License Plate Recognition (ALPR) data and LexisNexis batch processing has also increased productivity and compliance by adding case files to the system faster and providing for initial inquiry letters to be mailed sooner. The 2020 Gentax system upgrade will allow for greater opportunity to automate other processes such as the apartment/condo lists and the weekly residential parking permit report going forward.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$5,085	$4,959	$4,995	$5,176	$5,410	$5,458	$5,902	$5,964	$5,913	$6,007
REV	$691	$718	$793	$697	$794	$826	$808	$819	$813	$828
NTS	$4,394	$4,241	$4,202	$4,479	$4,616	$4,632	$5,094	$5,145	$5,100	$5,179
FTEs	52.00	52.00	52.00	52.00	52.00	52.00	53.00	53.00	53.00	53.00

Fiscal Year	Description	FTEs
FY 2012	▪ Eliminated an Information System Analyst III position ($120,483). ▪ Small decrease in non-personnel expenses due to the adjustments to the annual expense for the maintenance and replacement of County vehicles ($663).	(1.0)
FY 2013	▪ Fee revenue increased ($25,000) to more closely align with previous years' actual revenue for out-of-state license plate fees for vehicles garaged in the County.	
FY 2014	▪ Fee revenue increased ($15,000) to more closely align with previous years' actual revenue for various service fees. ▪ Grant revenues increased due to a partial restoration of cuts in local aid from the State ($18,300) and an increase in State Compensation Board reimbursements ($12,699). ▪ Held Assistant Deputy of Business Tax position vacant for six months ($59,971).	
FY 2015	▪ Fee revenue increased ($80,000) to more closely align with previous years' actual revenue for out-of-state license plate fees for vehicles garaged in the County. ▪ Grant revenues decreased to realign State Compensation Board reimbursements with actual levels ($1,647).	
FY 2016	▪ Fee revenue increased due to an increase in the license plate penalty fee revenue based on recent actual receipts ($50,000) and the transfer of and an increase in DMV select revenue from the Treasurer's Office ($25,000). The DMV Select is now solely operated by the Commissioner's Office. ▪ Grant revenue increased due to an increase in State Compensation Board reimbursements ($22,350).	
FY 2017	▪ Fee revenue increased due to increased revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue ($15,000). ▪ Grant revenue increased due to an increase in State Compensation Board reimbursements ($3,423).	
FY 2018	▪ Added a limited term Business Tax auditor position that is offset by an increase in tax audit revenue ($95,091). ▪ Increased fee revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue ($10,000). ▪ Increased grant revenue due to an adjustment to the State Compensation Board reimbursements ($2,677).	1.0

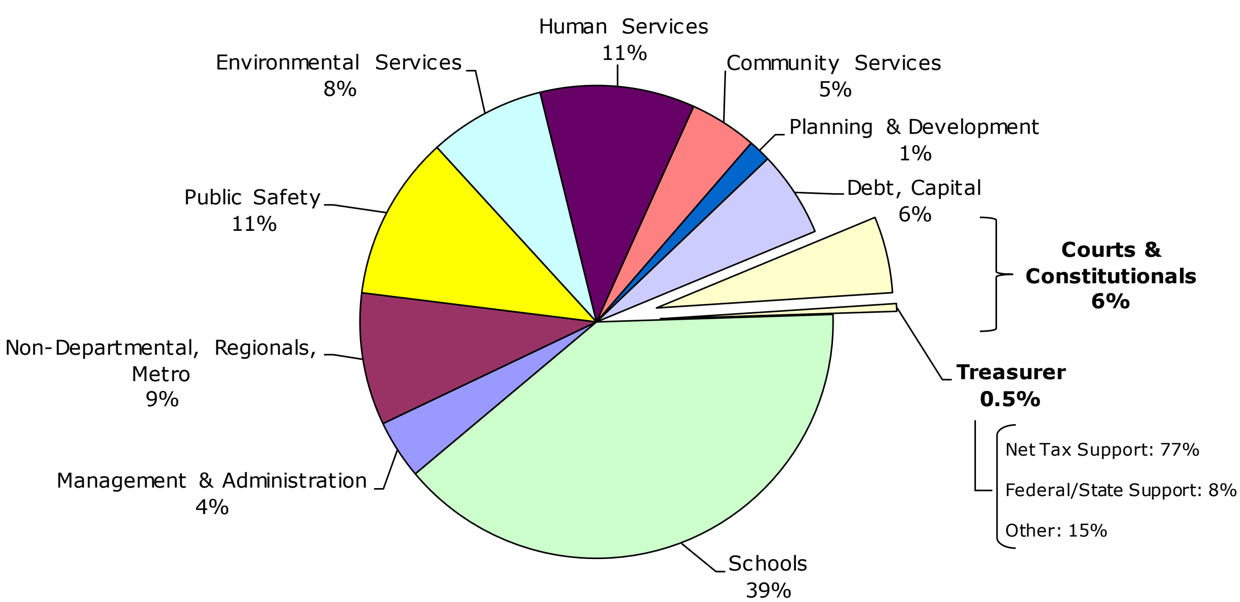
Fiscal Year	Description	FTEs
FY 2019	▪ Increased fee revenue due to an increase in license plate penalty fee revenue ($20,000).	
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($1,729). ▪ Reduced postage and print-shop charges by using electronic mail for vehicle assessment letters, meals tax and transient occupancy tax filings, and business license and business tangible communication and tax filing as well issuance of business tax license certificates ($125,000). ▪ Reduced annual expense for maintenance and replacement of County vehicles ($82). ▪ Increased grant revenue for State Compensation Board reimbursements as a result of the State's two percent increase for state employees ($10,618). ▪ *In FY 2019 Closeout, the County Board converted a limited term FTE to permanent full-time to support meals tax audits in the Business Tax Division.*	

OFFICE OF THE TREASURER
Carla de la Pava, Treasurer
2100 CLARENDON BLVD., SUITE 201, ARLINGTON, VA 22201
703-228-3255
treasurer@arlingtonva.us

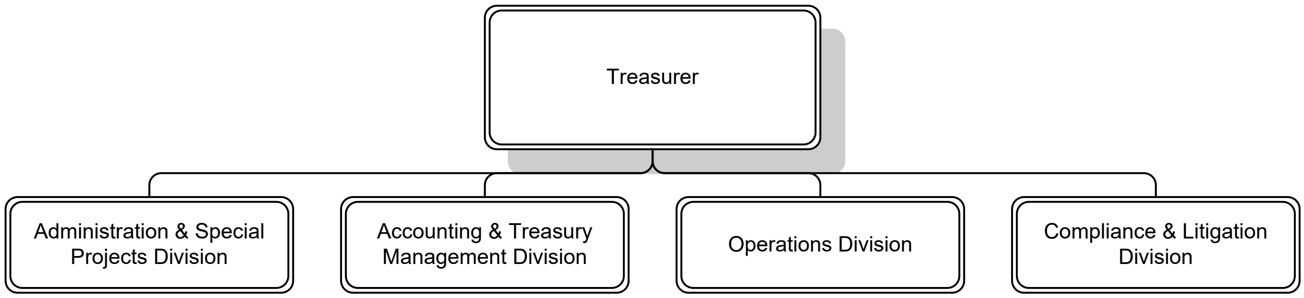
Our Mission: To receive, safeguard, and disburse County funds

In order that society can conduct itself in a civilized manner, that the ends of justice can be served, and that government can ensure the provision of services to its citizenry, it is the mission of the Treasurer's Office, as defined by the Constitution of Virginia, to receive or collect state and local taxes and other revenues, to safeguard the funds, and to disburse the funds in accord with the dictates of the local governing body.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administration & Special Projects
- Administration
- Special Projects & Information Systems

Accounting
- Accounting
- Treasury Management

Operations
- Customer Service
- Management Information & Billing

Compliance
- Collections
- Liens
- Enforcement
- Litigation

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Treasurer's Office is $7,343,231, a one percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Fee revenue decreases due to the continuing impact of Supreme Court of Virginia ruling in FY 2019 that further decreased the number of delinquent court accounts referred to the Treasurer for collection and a decrease in Easy Park revenue. These decreases are partially offset by an increase in dog license revenues due to the demand for lifetime licenses.
- ↑ Grant revenue increases to align budget with more accurate projections of State Compensation Board reimbursements.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,266,182	$6,661,661	$6,750,106	1%
Non-Personnel	782,335	593,063	593,125	-
Total Expenditures	7,048,517	7,254,724	7,343,231	1%
Fees	1,163,217	1,125,720	1,117,235	-1%
Grants	515,939	545,615	562,615	3%
Total Revenues	1,679,156	1,671,335	1,679,850	1%
Net Tax Support	$5,369,361	$5,583,389	$5,663,381	1%
Permanent FTEs	62.00	62.00	62.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	62.66	62.66	62.66	

ADMINISTRATION AND SPECIAL PROJECTS

PROGRAM MISSION

To ensure optimal use of available resources and high-quality service by providing functional officewide administrative and systems support in areas including personnel management; detailed statistical analyses; preparation and monitoring of County and State budgets; information system analysis, design, and support; communications; and special projects assigned by the Treasurer.

Administration

- Provides administrative support to the Treasurer.
- Performs and coordinates all office personnel functions.
- Oversees state and local legislative activities.
- Conducts statistical analyses and assists the Treasurer with projects necessary for reporting, presenting, and disseminating public information.

Special Projects and Information Systems

- Performs both ongoing and special one-time projects.
- Designs office forms, tax bills, and other distribution materials.
- Prepares and monitors both County and State annual budgets.
- Designs and maintains the Treasurer's Office website; manages Treasurer's Office's social media presence.
- Performs information systems analysis, design, testing, documentation, and programming.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Fee revenue decreases due to transfer of returned check fees ($30,000) to the Accounting and Treasury Management Division and transfer of Easy Park meter revenue ($21,515) and dog license fees ($131,220) to the Operations Division.

ADMINISTRATION AND SPECIAL PROJECTS

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,209,043	$1,210,819	$1,227,872	1%
Non-Personnel	448,101	166,401	166,463	-
Total Expenditures	1,657,144	1,377,220	1,394,335	1%
Fees	191,647	129,720	-	-100%
Grants	515,939	545,615	562,615	3%
Total Revenues	707,586	675,335	562,615	-17%
Net Tax Support	$949,558	$701,885	$831,720	18%
Permanent FTEs	9.00	9.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	9.00	

ACCOUNTING AND TREASURY MANAGEMENT

PROGRAM MISSION

To safeguard, manage, and account for all revenues and bond proceeds received for the County Government and Public Schools, ensuring the security, proper stewardship, and availability of these funds to meet County and Public Schools expenditure requirements. To procure and manage banking and related services contracts for the County Government and Public Schools.

Accounting

- Prepares and enters data that accurately reflect revenue activity for the General und and all other funds.
- Reports and remits funds received on behalf of the Commonwealth (e.g., estimated state income tax payments and transient occupancy tax) and reports abandoned property to the Commonwealth.
- Ensures the integrity of transactions entered into the general and subsidiary ledgers.
- Monitors established control procedures.
- Completes bank reconciliations.
- Develops policies and procedures to ensure that internal controls and the security of County funds are maintained.

Treasury Management

- Monitors the receipt of funds.
- Forecasts cash flow expectations consistent with adopted projections of County revenue and expenditures.
- Selects banking services and maintains all banking relationships.
- Manages the investment portfolio for the County and structures investment maturities in a manner to meet projected cash flow requirements consistent with the principles of Safety, Liquidity and Yield (SLY) and in compliance with applicable State Code and Investment Policy requirements.
- Manages the County's bond arbitrage program.
- Prepares the Treasurer's reports for the County Finance Board.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Fee revenue increases due to transfer of returned check fees ($30,000) from the Administration and Special Projects Division.

ACCOUNTING AND TREASURY MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,393,466	$1,391,485	$1,395,533	-
Non-Personnel	5,450	8,388	8,388	-
Total Expenditures	1,398,916	1,399,873	1,403,921	-
Fees	-	-	30,000	100%
Total Revenues	-	-	30,000	-
Net Tax Support	$1,398,916	$1,399,873	$1,373,921	-2%
Permanent FTEs	11.00	11.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.00	11.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of bank accounts managed and reconciled at June 30	55	59	64	60	60	60
Bank reconciliation within accounting close date	100%	100%	100%	100%	100%	100%
Number of months investment performance greater than 90-day T-bill rate benchmark	12/12	12/12	8/12	2/12	N/A	N/A
Balance of funds managed by the Treasurer at June 30	$720,594,780	$731,574,292	$738,248,185	$721,198,983	N/A	N/A
Balance of Unexpended Bond Proceeds at June 30 (SNAP – State Non-Arbitrage Program)	$192,720,320	$338,179,591	$376,228,299	$405,663,541	N/A	N/A

ACCOUNTING AND TREASURY MANAGEMENT

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Funds Balance as of June 30	$913,315,100	$1,069,753,883	$1,114,476,484	$1,126,862,524	N/A	N/A
Investment Interest Income (Cash Basis)	$5,818,222	$7,068,521	$13,834,388	$20,820,380	N/A	N/A

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Meet or exceed the Department of Management and Finance monthly closing schedule	100%	100%	100%	100%	100%	100%
Number of audit exceptions in the annual state funds audit report	0	0	0	0	0	0
Number of significant audit (outside) exceptions included in the final audit report attributable to the Treasurer’s Office	0	0	0	0	0	0

- The number of managed accounts increased in FY 2017 and FY 2018 as new investment accounts were opened. The number of managed accounts decreased in FY 2019 and is expected to remain flat for FY 2020 and FY 2021 due to maturity of CD investment accounts.
- In FY 2018 and FY 2019, the number of months that investment performance was greater than the 90-day T-bill rate decreased due to the combination of the rising interest rate environment and the cyclical nature of our fund balances during the year. The Treasurer’s Office is unable to accurately predict future interest rates.
- From FY 2017 through FY 2019, the Balance of Unexpended Bond Proceeds (SNAP) was affected by both bond issuance activity and spend/reimbursement activity. The balance is highly dependent on market driven future issuance levels as well as project expenditures.
- The Treasurer’s Office is unable to estimate future fund balances because they are inherently reliant on actions by the County Board and expenditures by the County. Combined with the potential for variability of interest rates, this also makes it difficult to accurately forecast investment interest income.

PROGRAM MISSION

The mission of the Operations Division is to manage all revenue transactions, post assessments provided by other County agencies to the system of record, create accurate tax bills, manage all aspects of mail services for the Treasurer's Office, and issue various County licenses. In addition, we maximize customer convenience through face-to-face, telephone, and written customer service, and by providing convenient and accessible methods of payment.

The Operations Division is comprised of two sections: Customer Service and Management Information and Billing.

Customer Service

- Processes all directly remitted County revenue as well as payments received by other County departments and agencies.
- Provides service to the public through in-person customer service, operating a call center during business hours, and responding to email to help customers understand their obligations and resolve problems.
- Provides frontline County services, among other activities, by issuing County dog licenses, and accepting applications and payments for residential zone parking permits, as well as managing the sale and maintenance of Easy Park devices.
- Transmits payment files for nightly posting to the accounts receivable systems.
- Provides support for CAPP, the Arlington County payment portal, which affords residents the convenience of paying taxes, utilities, and parking tickets online. Creates and maintains customer accounts to include address maintenance, account consolidation, and real estate tax account set-up. Works closely with programmers and vendors to ensure optimum functionality of CAPP.
- Manages enrollment for Automated Bank Debits.
- Delivers, manages, and reports on the Taxpayer Assistance Program to assist taxpayers experiencing financial challenges.

Management Information and Billing

- Maintains the accounts receivable files for all County taxes and adjusts those accounts to assess and abate late payment penalties, resolve payment posting problems, and process customer refunds.
- Reconciles the accounts receivable files to the County's general ledger.
- Performs and coordinates updates to handle real estate tax exemptions and deferrals, new construction tax billing, property transfers, and other real estate issues.
- Coordinates with other County agencies and outside vendors to produce timely and accurate tax bills.
- Manages and reconciles print and postage accounts for mail services.
- Manages programs for processing payments through lockbox, mortgage tax services, vehicle fleet accounts, and other alternative customer payment options.
- Works closely with programmers and vendors to ensure accuracy and efficiency of the system of record.

SIGNIFICANT BUDGET CHANGES

- ↑ Fee revenue increases due to transfer of Easy Park meter revenue ($21,515) and dog license fees ($131,220) from the Administration and Special Projects Division.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,428,825	$1,687,053	$1,693,970	-
Non-Personnel	306,258	196,300	196,300	-
Total Expenditures	1,735,083	1,883,353	1,890,270	-
Fees	-	-	152,735	100%
Total Revenues	-	-	152,735	-
Net Tax Support	$1,735,083	$1,883,353	$1,737,535	-8%
Permanent FTEs	18.00	18.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	18.00	18.00	18.00	

PERFORMANCE MEASURES

Customer Service Section

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of Real Estate Registrations completed within one week	88%	95%	89%	52%	95%	95%
Percentage of emails answered within two business days	100%	100%	100%	100%	100%	100%
Average time on a phone call (minutes)	4	4	4	4	4	4

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Real Estate returned mail items processed	2,959	2,900	2,198	1,903	1,900	1,900
Number of cashier payments	91,377	95,676	89,580	74,055	74,000	74,000
Dog license payments received	$68,929	$69,981	$84,185	$80,752	$135,000	$135,000
Dog license sales (accounts)	3,859	3,949	4,614	4,336	4,500	4,500
Manual real estate registration transfers	6,512	6,487	5,889	6,448	6,200	6,400

OPERATIONS

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Customer email responses	7,423	7,195	15,786	12,948	12,500	12,200
Percentage of dog licenses processed within four business days	100%	100%	100%	100%	100%	100%
Customer maintenance work items completed	21,166	30,532	28,154	34,346	35,000	35,000
Customer phone calls answered	34,282	31,640	34,594	38,663	35,000	35,000

- In FY 2019, there was a one-time delay in processing real estate registrations for 400 small parcels with no tax liability which were previously categorized in error as tax-exempt. Beginning in FY 2020, the percentage of registrations completed within a week is expected to return to previous levels.
- The number of Real Estate returned mail items decreased in FY 2018 as DREA performed a one-time address clean-up project prior to billing. In FY 2019, the Division began to process returned Real Estate Annual Assessment letters earlier, resulting in fewer returned bills.
- In FY 2018, the number of cashier payments reverted to a declining trend as more taxpayers moved to automated and electronic payment options which is expected to continue in future years due to the implementation of the Customer Assessment and Payment Portal.
- Dog license sales in FY 2020 and FY 2021 are expected to come in higher than recent years as a result of increased outreach and communication with the public related to the implementation of the lifetime license which is charged a higher fee than the previous license.
- In FY 2018, the number of customer email responses surged as a result of the federal tax bill and the Operations Division assuming responsibility for additional email boxes. For FY 2019, the number remained high because these inquiries continued at a higher level than expected in addition to an increase in customer questions about Vehicle Personal Property early billing. The Division also increased its tax due dates outreach to include new media outlets. The trend is expected to continue due to the additional email boxes, but at a slightly lower level.
- The number of manual real estate registration transfers fluctuates with the number of real estate sales and transfers.
- In FY 2018, customer maintenance work items decreased but remained higher than in prior years due to an enhanced tracking system. These work items continued at an elevated level in FY 2019 as staff increasingly relies on using the system to track tasks.
- In FY 2019, customer phone calls increased due to the implementation of immediate billing for closed Vehicle Personal Property tax accounts. Call volume for FY 2020 is expected to return to more normal levels.

Management Information and Billing Section

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of initial tax bills sent a minimum of 30 days prior to due date	100%	100%	100%	100%	100%	100%

OPERATIONS

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of accounts billed	234,802	237,268	237,488	251,719	238,000	240,000
Number of automated payments processed (bank account debit)	42,605	45,612	48,031	49,968	52,000	54,000
Number of tax deposits	39	8	2,264	280	40	40
Number of fleet vehicles billed through the Fleet Payment Program	9,162	10,288	11,564	11,564	12,000	12,500
Number of tax bills processed through mortgage companies and tax services	72,191	72,411	71,319	69,352	72,000	72,000
Number of transactions processed through the online payment portal (e-check and credit card)	226,473	239,907	255,131	265,298	278,000	290,000
Number of electronic payments from outside sources (CheckFree, E-Box)	38,490	40,070	41,200	37,348	37,000	36,500
Number of transactions processed through the wholesale & retail lockbox system	182,044	168,240	156,408	144,221	144,000	137,000
Number of refunds issued	15,929	17,854	19,153	16,463	16,500	16,500
Motor Vehicle License revenue	$4,934,901	$5,001,539	$4,943,439	$4,615,769	$5,000,000	$5,000,000
Decal issuance	187,516	186,545	185,972	189,432	N/A	N/A

- The number of accounts billed in FY 2019 was higher as a result of the Vehicle Personal Property immediate billing initiative implemented in January 2019. This number is expected to return to prior levels in FY 2020.
- In FY 2018, the number of tax deposits were added as a performance measure to highlight the effort put forth in manually accepting, processing, and refunding or maintaining the excessive number of tax deposits that resulted from the 2017 federal tax bill. In FY 2019, the number began to revert to the lower level seen in prior years, a trend that is projected to continue, barring additional tax reform at the federal level.
- The number of vehicles billed through the Fleet Program has continued to increase mainly due to more consumers choosing to lease rather than purchase new vehicles for personal use.
- In FY 2019, the number of online payments continued to rise as in-person and lockbox transactions continued to decline in line with national trends and due to the implementation of CAPP.
- In FY 2019, the Operations Division increased its efforts to encourage taxpayers to sign up for CAPP and/or to enroll in the ABD program, which resulted in a decrease in electronic payments from outside sources.
- The number of tax refunds issued dropped in FY 2019 as the FY 2018 number was higher than usual to the impact of the federal tax bill. It is expected to remain flat for FY 2020 and FY 2021.

OPERATIONS

- In April 2019, the County Board voted to eliminate the requirement to display a County decal. Therefore, effective FY 2020, there will no decals issued going forward.
- "Decal Revenue" has been renamed "Motor Vehicle License Revenue". As part of the transition eliminating County decals, decal revenue assessed on vehicles registered in the first half of calendar year 2019 was deferred to the October 5, 2019 vehicle personal property tax due date so FY 2019 actuals were lower than in recent years. Motor vehicle license revenue is expected to remain stable for FY 2020 and FY 2021.

COMPLIANCE AND LITIGATION

PROGRAM MISSION

To reduce debt owed to Arlington County and the Commonwealth of Virginia.

The Compliance and Litigation Division's responsibility is to ensure the equitable distribution of the tax burden over the County's private and business population through the prompt and efficient collection of delinquent County taxes, parking tickets, debts owed to county agencies, and court debt (court fines, costs, forfeitures, penalties, and restitution). The Division is comprised of three functional areas: Collections, Enforcement, and Litigation.

Collections

- Collects overdue debt primarily through outreach to debtors. The collections area is organized as a call center, with our collectors handling inbound calls as well as placing outbound calls to debtors.
- Uses various methods to gather information on debtors, thus improving the chance of obtaining payment or finding a lien source.
- Works with debtors to establish payment arrangements.
- Monitors accounts and determines when they are ready for enforcement action or litigation.
- Collects overdue parking tickets issued by the Police Department and Ronald Reagan Washington National Airport Authority.
- Collects delinquent accounts for numerous County agencies and departments as well as delinquent court debt (ie. fines, costs, forfeitures, penalties, and restitution).

Enforcement

- Uses information acquired by collectors and gained through its own efforts to issue liens on wages, bank accounts, rents, and third parties.
- Identifies vehicles registered to owners with delinquent debt to Arlington County.
- Submits vehicle registration withholding orders to the Virginia Division of Motor Vehicles for delinquent vehicle property tax accounts.
- Performs outreach visits to delinquent businesses and residents.
- Serves distress warrants and performs on-site visits to enforce levies and immediately take possession of vehicles or other physical assets and currency.
- Submits delinquent accounts to the Virginia Department of Taxation's set-off debt program, which offsets funds owed to the debtor by the State.
- Liquidates assets by holding public auctions or by other appropriate legal methods.
- Utilizes court payment systems and transfers data files.

Litigation

- Answers legal questions and interprets statutes and regulations.
- Pursues uncollected accounts through Motions for Judgment in General District Court.
- Files and litigates all claims in Bankruptcy Court.
- Tracks, pursues, and responds to inquiries on judgments.
- Targets delinquent real estate to sell at auction.
- Works with the Treasurers' Association of Virginia to reform and enhance tax collection tools and other laws affecting treasurers.

COMPLIANCE AND LITIGATION

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Fee revenue decreases due to rules enacted by the Supreme Court of Virginia in FY 2019 that further reduced the number of delinquent court accounts referred to the Treasurer's Office for collection ($61,500).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,234,848	$2,372,304	$2,432,731	3%
Non-Personnel	22,526	221,974	221,974	-
Total Expenditures	2,257,374	2,594,278	2,654,705	2%
Fees	971,570	996,000	934,500	-6%
Grants	-	-	-	-
Total Revenues	971,570	996,000	934,500	-6%
Net Tax Support	$1,285,804	$1,598,278	$1,720,205	8%
Permanent FTEs	24.00	24.00	24.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	24.66	24.66	24.66	

PERFORMANCE MEASURES

Compliance and Litigation Division

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Delinquent clearances: total clearances	$30,716,869	$32,299,734	$31,267,795	$30,598,755	$30,180,000	$30,175,000
Compliance: total clearances/FTEs	$1,245,615	$1,309,803	$1,267,956	$1,240,825	$1,223,844	$1,223,642

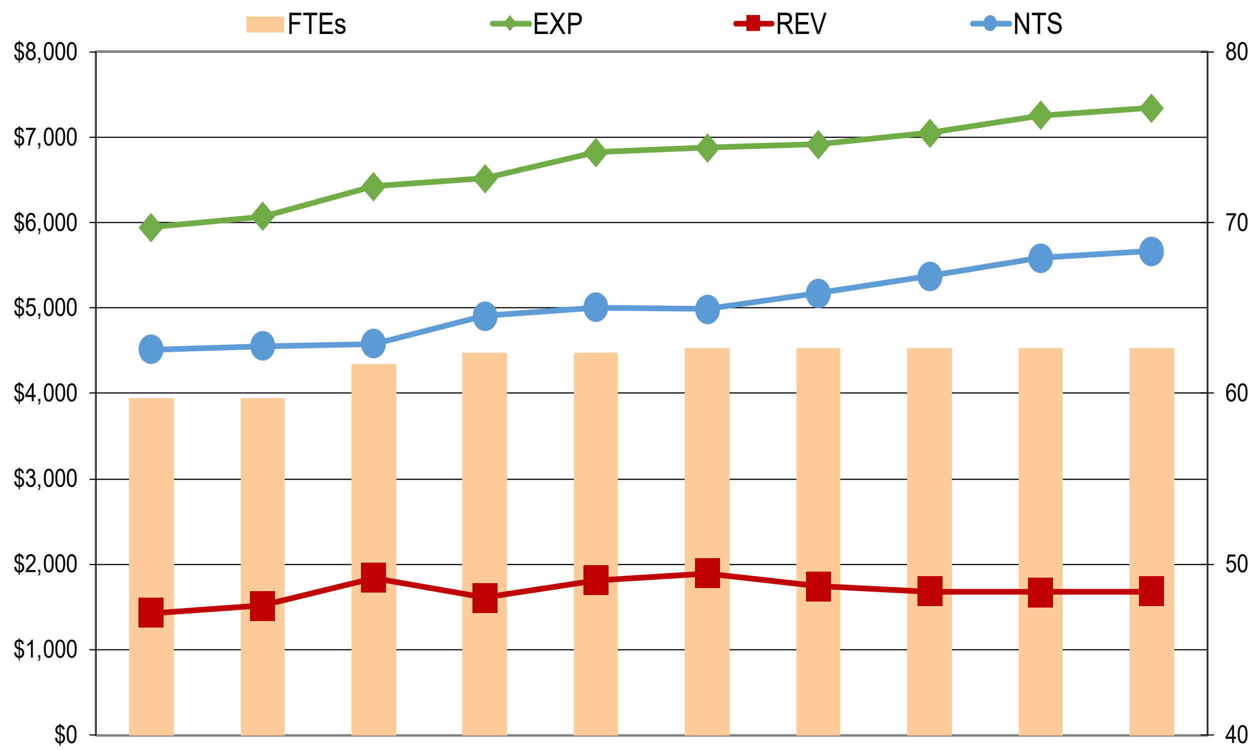
Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Administrative collection fees - compliance	$678,139	$769,672	$718,476	$618,301	$640,000	$640,000
Administrative collection fees - court collections	$424,613	$431,747	$338,234	$353,269	$294,500	$294,500
Delinquent clearances: business license	$6,077,238	$7,458,800	$6,761,218	$6,355,237	$6,500,000	$6,500,000

COMPLIANCE AND LITIGATION

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Delinquent clearances: other debt	$559,669	$627,002	$653,127	$669,648	$650,000	$650,000
Delinquent clearances: other taxes	$2,040,959	$2,404,783	$1,898,234	$2,089,221	$2,000,000	$2,000,000
Delinquent clearances: parking tickets	$2,981,536	$3,325,137	$3,288,814	$3,481,519	$3,500,000	$3,500,000
Delinquent clearances: personal property	$9,092,573	$9,371,522	$9,590,158	$8,606,379	$8,600,000	$8,600,000
Delinquent clearances: real estate	$7,362,944	$6,611,282	$7,019,638	$7,422,007	$7,400,000	$7,400,000
Delinquent clearances: courts	$1,499,198	$1,299,789	$999,895	$1,003,173	$675,000	$675,000

- Total delinquent clearances are expected to remain steady for FY 2020 and FY 2021 after decreasing from a peak in FY 2017 related to collection of a large agency account.
- Administrative collection fees - Compliance: This includes the commissions earned for collection of delinquent accounts assigned by County agencies, as well as the fees collected for all other delinquent account types. Therefore, collection fees will vary from year to year based on the clearances and the number of delinquent accounts for the fiscal year.
- Administrative collection fees - Court Collections: This represents fees earned on the collection of delinquent court fines, costs, forfeitures, penalties and restitution, and is subject to change annually. Fees collected in FY 2018 and FY 2019 decreased due to the impact of Supreme Court of Virginia rulings that have decreased the number of delinquent accounts referred to the Treasurer for collection. This trend is expected to continue going forward.
- In FY 2019, the dollar amount of business tax that went delinquent was lower than anticipated so delinquent clearances decreased but are expected to remain more stable going forward.
- Delinquent clearances for other debt are dependent on debt assigned to the Treasurer's Office by County agencies, and while they have come in more evenly in recent years, historically they have been more variable.
- Clearances for other taxes increased in FY 2019 as a result of more frequent on-site visits by the enforcement team and are expected to remain stable for FY 2020 and FY 2021.
- Delinquent clearances for parking tickets are dependent upon the number of parking tickets issued. In FY 2019, the Police Department issued more parking tickets as well as increasing their boot and tow efforts, which resulted in increased clearances which is expected to continue into FY 2020 and FY 2021.
- Delinquent clearances for personal property decreased in FY 2019 because the total dollar amount that went delinquent was lower.
- Delinquent clearances for real estate increased in FY 2018 and FY 2019 because of the increased average tax bill.
- Delinquent clearances for courts is expected to decrease for FY 2020 and FY 2021 due to a change in the law that discontinues the practice of suspending driver’s licenses for delinquent court debt which further decreases the number of delinquent accounts referred to the Treasurer for collection.

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



$ in 000s	FY 2012 Actual	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$5,943	$6,068	$6,423	$6,516	$6,821	$6,879	$6,914	$7,049	$7,255	$7,343
REV	$1,430	$1,512	$1,840	$1,607	$1,812	$1,891	$1,741	$1,679	$1,671	$1,680
NTS	$4,513	$4,556	$4,583	$4,909	$5,009	$4,988	$5,173	$5,370	$5,584	$5,663
FTEs	59.75	59.75	61.75	62.41	62.41	62.66	62.66	62.66	62.66	62.66

Fiscal Year	Description	FTEs
FY 2012	▪ Transfer of 1.0 FTE to the Department of Technology Services for support of the ACE system.	(1.0)
FY 2013	▪ No significant changes.	
FY 2014	▪ Added two limited-term collector positions ($119,426), non-personnel and consultant expenses ($25,950), and revenue ($445,376) to enable the Treasurer's office to collect over $15.0 million in overdue Circuit Court and General District Court debt. The positions will be eliminated when the fees generated from court collections do not fully offset the costs associated with program.	2.0
	▪ Held Management Specialist position vacant for six months ($57,926).	
	▪ Increased grant funds due to a partial restoration of cuts in local aid from the State ($21,135) and an increase in State Compensation Board reimbursements ($13,666).	
FY 2015	▪ Increased fee revenues due to increased compliance collections ($250,000), a change in the methodology of court collections ($99,624), additional dog licensing fee revenue ($10,000), and iPark device fee revenue ($1,200).	
	▪ Increased grant funds due to an increase in State Compensation Board reimbursements ($7,290).	
	▪ Added 0.66 FTEs to the Compliance division in order to convert three enforcement agents from contractors to part-time employees.	0.66
FY 2016	▪ Decreased fee revenues due to lower delinquent court fine collections ($139,055), a reduction in court fine collection fees to the County due to General Assembly action ($114,000), decreased iPark fees ($45,700), and a transfer of DMV select revenue to the Commissioner of Revenue's Office ($22,000), partially offset by an increase in administrative compliance fees ($75,000) and returned check fees ($10,000).	
	▪ Increased grant revenues due to an increase in State Compensation Board reimbursements ($24,656).	
	▪ *The County Board reduced the Real Estate late payment penalty for taxpayers who pay after but within 30 days of the due date to 5 percent. Taxpayers who are more than 30 days delinquent continue to incur a 10 percent late payment penalty.*	
FY 2017	▪ The County Board added a partial FTE to assist with Court Fines and Fee collections.	0.25
	▪ The two limited-term collector positions were converted to permanent FTEs.	

Fiscal Year	Description	FTEs
	▪ Decreased fee revenues due to lower administrative compliance fees ($200,000), decreased iPark fees ($60,000), reload fees ($8,500) and deposits ($4,000), partially offset by an increase in court collections ($157,892) and Easy Park revenue ($48,000). ▪ Decreased grant revenues due to a decrease in State Compensation Board reimbursements ($1,170).	
FY 2018	▪ Increased fee revenue due to a higher anticipated administrative compliance and court collections fees ($162,163) and an increase in dog licensing fee revenue ($10,000), partially offset by decreased iPark fees ($32,249), reload fees ($1,000), and a decrease in Easy Park meter revenue ($6,694). ▪ Decreased grant revenue due to an adjustment in the State Compensation Board reimbursements ($6,522).	
FY 2019	▪ Decreased fee revenue as administrative collection fees return to more normal levels following collection of a large account in the prior two fiscal years ($40,000), and as the new rules enacted by the Supreme Court of Virginia continue to decrease the number of delinquent court accounts referred to the Treasurer for collection ($59,000). Revenues also decreased due to decreased iPark fees ($17,751) and reload fees ($500); a decrease in Easy Park meter revenue ($6,056), reload fees ($400) and device fees ($350); and a decrease in dog license revenues ($3,780). ▪ Increased grant revenue due to a reconciliation with FY 2018 adopted State Compensation Board revenue ($9,869) and additional Compensation Board funding ($27,037) for the Treasurer and four of her Deputies participating in the Treasurer's Association of Virginia's Career Development Program having earned certifications from the University of Virginia's Weldon Cooper Center for Public Service.	
FY 2020	▪ Reduced printing charges with elimination of the requirement to display a personal property tax decal. Every vehicle registered in Arlington County is required to display a County Decal that is sent to residents annually ($80,615). In September 2018, the County Board voted to eliminate the County Decal effective FY 2020 and move towards license plate reading technology to enforce vehicle registration. ▪ Reduced annual expense for maintenance and replacement of County vehicles ($1,308). ▪ Decreased administrative collection fees revenue based on a return to more normal levels following collection of a large account in the prior two fiscal years, and as the rules enacted by the Supreme Court of Virginia in FY 2018 continue to decrease the number of delinquent court accounts referred to the Treasurer for collection ($44,000). ▪ Increased dog license revenue ($3,500) and other compliance fees ($2,000).	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

Gretchen Reinemeyer, Registrar

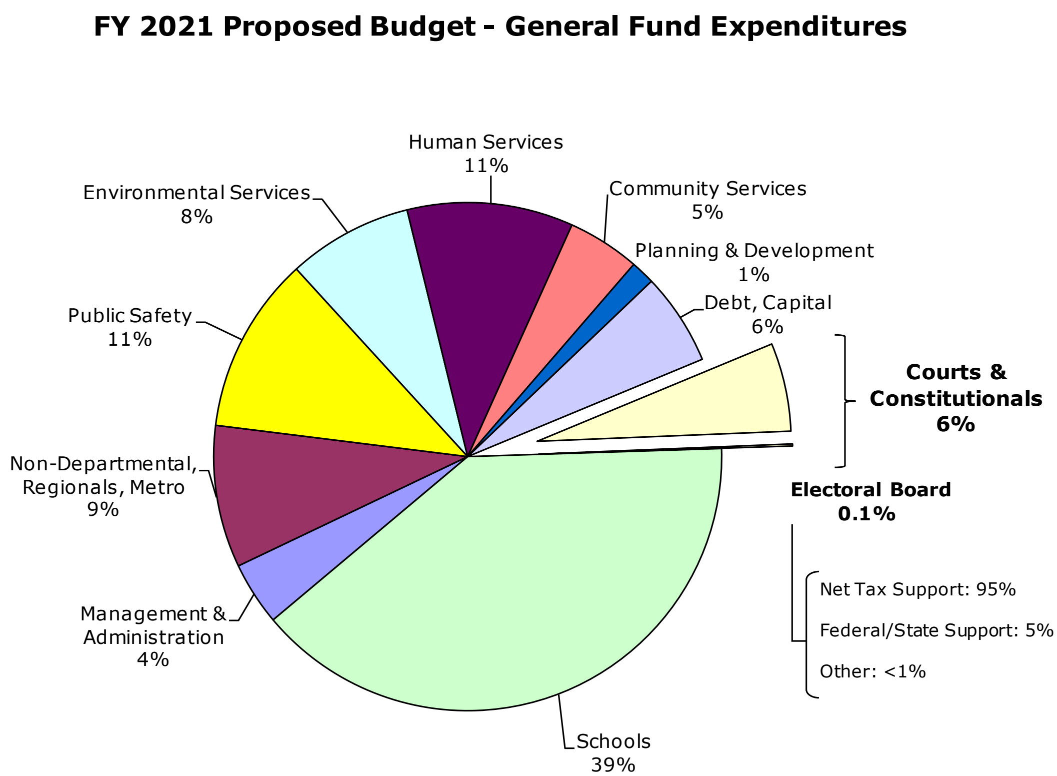
2100 CLARENDON BLVD., SUITE 320, ARLINGTON, VA 22201

703-228-3455

voters@arlingtonva.us

Our Mission: To maintain an accurate list of registered voters and to administer elections fairly and efficiently in an open, transparent, and equitable manner

The Electoral Board maintains an accurate list of registered voters and administers elections fairly and efficiently in an open, transparent, and equitable manner.



LINE OF BUSINESS

Office of the Electoral Board and Voter Registration

Office of the Electoral Board and Voter Registration

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Electoral Board is $1,853,991, a twenty-one percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to the addition of one-time funding for an Absentee Voting & Operations Coordinator ($75,000, 1.0 temporary FTE), one-time funding related to the CY 2020 Presidential Election ($89,065), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel expenses increase to reflect one-time funding related to the CY 2020 Presidential Election ($141,835).
- ↓ Revenue decreases to reflect the removal of a one-time State reimbursement for a Presidential Primary Election ($75,835).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$778,341	$898,789	$1,082,352	20%
Non-Personnel	365,888	629,804	771,639	23%
Total Expenditures	1,144,229	1,528,593	1,853,991	21%
Fees	6,111	200	200	-
Grants	86,262	159,742	83,907	-47%
Total Revenues	92,373	159,942	84,107	-47%
Net Tax Support	$1,051,856	$1,368,651	$1,769,884	29%
Permanent FTEs	6.60	7.00	7.00	
Temporary FTEs	1.80	1.80	2.80	
Total Authorized FTEs	8.40	8.80	9.80	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

PROGRAM MISSION

To maintain an accurate list of registered voters and to administer elections fairly and efficiently in an open, transparent, and equitable manner.

- Conduct all elections including the general election and any special elections or primary elections that may occur.
- Register voters and update voter records.
- Provide outreach and education programs including quality training for election officers (poll workers).

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of one-time funding for an Absentee Voting & Operations Coordinator ($75,000, 1.0 temporary FTE), one-time funding related to the CY 2020 Presidential Election ($89,065), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel expenses increase to reflect one-time funding related to the CY 2020 Presidential Election ($141,835).
- ↓ Revenue decreases to reflect the removal of a one-time State reimbursement for a Presidential Primary Election ($75,835).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$778,341	$898,789	$1,082,352	20%
Non-Personnel	365,888	629,804	771,639	23%
Total Expenditures	1,144,229	1,528,593	1,853,991	21%
Fees	6,111	200	200	-
Grants	86,262	159,742	83,907	-47%
Total Revenues	92,373	159,942	84,107	-47%
Net Tax Support	$1,051,856	$1,368,651	$1,769,884	29%
Permanent FTEs	6.60	7.00	7.00	
Temporary FTEs	1.80	1.80	2.80	
Total Authorized FTEs	8.40	8.80	9.80	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

PERFORMANCE MEASURES

Critical Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate	CY 2021 Estimate
Number of absentee ballots mailed (November Election)	12,704	5,996	10,353	3,618	16,000	10,000
Number of in person absentee voters (November Election)	26,832	8,497	12,497	3,583	34,000	10,000
Number of Election Officers at polls (November)	571	365	506	408	800	400
Percentage of Election Officers attending training classes (November)	100%	100%	100%	100%	100%	100%
Number of volunteer hours utilized	350	36	92	35	400	30
Number of new voters registered	23,500	10,307	13,882	11,905	25,000	12,000
Transfers in from rest of State	11,087	6,680	8,047	6,552	12,000	7,000
Address changes within Arlington	9,587	13,129	8,695	7,033	14,000	9,000
Number of data entry transactions	64,796	73,099	70,410	47,451	90,000	75,000
Total active registered voters (November)	148,032	143,813	150,820	152,092	170,000	165,000
Total inactive registered voters (November)	20,998	17,375	19,763	14,149	21,000	18,000
Total voters voting (November)	122,023	85,382	107,545	56,045	150,000	90,000
Percent of registered voters voting (November)	83%	59%	71%	37%	87%	60%

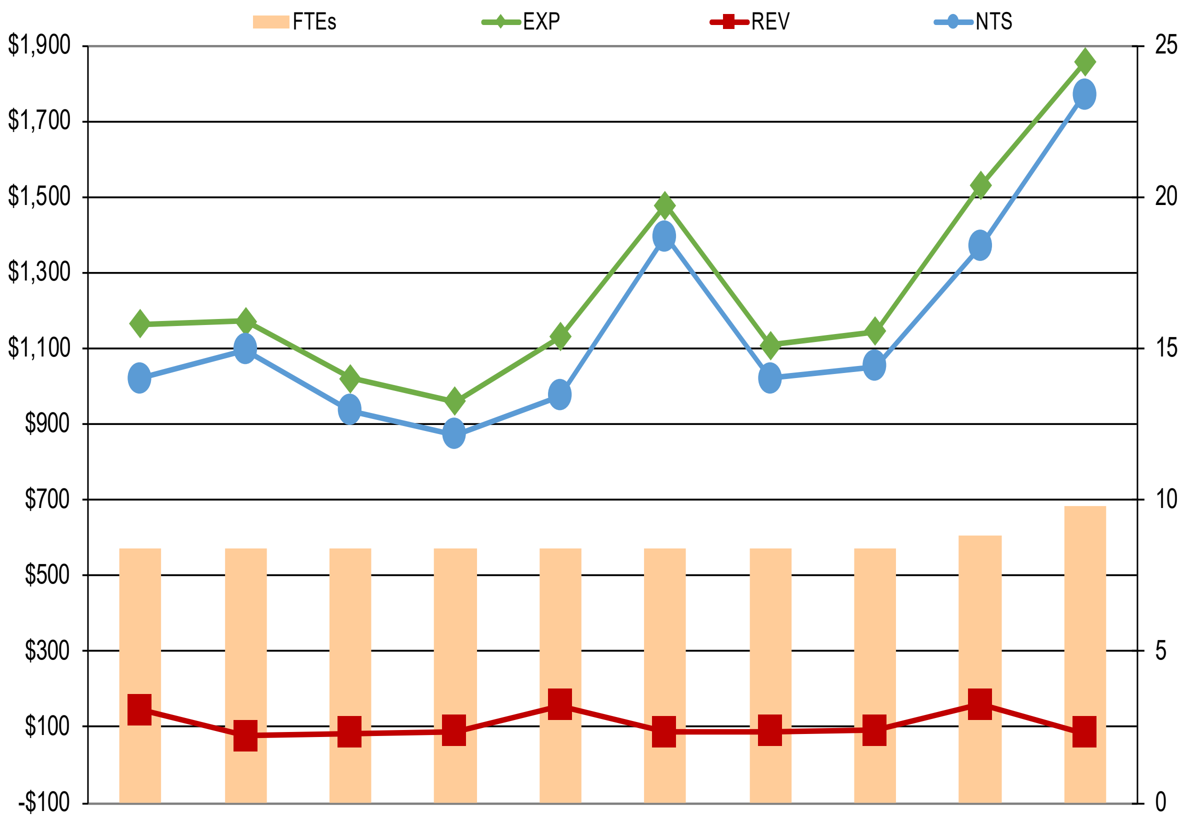
- These measures are based on calendar year (CY) estimates.
- Critical measure actuals and estimates can fluctuate significantly from year to year and are directly related to the number and complexity of the elections held in any given year. Many of the measures are higher in CY 2016 and estimated to be higher in CY 2020 due to the higher interest and turnout for Presidential elections. Due to the cyclical nature of elections, CY 2019 activity was lower overall, but also reflects an increasing trend toward in-person and mail absentee voting, a steadily increasing overall population, and an increase in list maintenance activities run by the Department of Elections.
- Data entry includes all voters added or changed in our database. This includes new voters, voters with address changes, voters that transferred from or to another jurisdiction in Virginia, corrections, name changes, removal of inactive voters, and reactivating previously inactive voters, removal of deceased, non-citizen, felon, or voters who moved out of state, and voters whose registration applications were denied for missing information.
- The number of in person absentee voters increased significantly in CY 2016 and is estimated to increase siginificantly in CY 2020 due to high voter turnout for the Presidential Election.
- The number of volunteer hours utilized is dependent on the types of elections being held and the issues listed on the ballot in any given year.
- Inactive registered voters are registrants who have been sent but not responded to a confirmation mailing.
- The measure “Transfers in from rest of State” represents voters who have moved to Arlington County from another Virginia voting jurisdiction.
- Elections in CY 2016 include the November 8, 2016, General Election for the offices of President and Vice President of the United States, U.S. House of Representatives (8th District), County

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

Board, School Board (two seats), and Constitutional Amendments; the June 14, 2016, Democratic Primary for County Board; and the March 1, 2016, Dual Presidential Primary.

- Elections in CY 2017 include the November 7, 2017, General Election for the offices of Governor, Lieutenant Governor, Attorney General, Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), County Board, and School Board; and a Dual Primary on June 13, 2017.
- Elections in CY 2018 include the November 6, 2018, General Election for the offices of U.S. Senate, U.S. House of Representatives (8th Congressional District), County Board, and School Board; and a June 12, 2018, Primary for County Board.
- Elections in CY 2019 include the November 5, 2019, General Election for Senate of Virginia (30th, 31st, and 32nd Districts), Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), the Constitutional offices of Clerk of Circuit Court, Commonwealth's Attorney, Sheriff, Commissioner of Revenue, and Treasurer; County Board (two seats); and School Board; and the Democratic Primary on June 11, 2019.
- Elections in CY 2020 include the November 3, 2020, General Election for the offices of President and Vice President of the United States, U.S. Senate, U.S. House of Representatives (8^{th} District), County Board, School Board (two seats), and Constitutional Amendments; the June 9, 2020, Primary for State and Local Offices, and the March 3, 2020, Democratic Presidential Primary.
- Elections in CY 2021 include the November General Election for the offices of Governor, Lieutenant Governor, Attorney General, Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), County Board, and School Board; and a Dual Primary.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$1,164	$1,172	$1,020	$960	$1,130	$1,479	$1,109	$1,144	$1,529	$1,854
REV	$144	$77	$84	$89	$157	$85	$88	$92	$160	$84
NTS	$1,020	$1,095	$936	$871	$973	$1,394	$1,021	$1,052	$1,369	$1,770
FTEs	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.80	9.80

Fiscal Year	Description	FTEs
FY 2012	▪ Personnel includes the County Board's approval of a one percent one-time lump sum payment for employees at the top step ($561). Personnel expenses also increase because additional temporary staff and overtime are needed to implement the four primaries/elections and redistricting in FY 2012 ($109,339), employee step increases, a six percent increase in the County's cost for employee health insurance, and adjustments to retirement contributions based on current actuarial projections, partially offset by a decrease in some position salaries due to turnover. ▪ Non-personnel expenses increased to include the printing and mailing costs for redistricting ($137,750) as well as the additional costs for the four primaries/elections in FY 2012 including Electoral Board, Election Officers, operating supplies, building rental, and software costs ($203,435). On-going costs for automated systems and equipment have also increased ($20,483). ▪ The FY 2012 budget included revenue from the state for reimbursement of the presidential primary ($90,000), which is partially offset by a decrease in state revenue for reimbursement of salaries ($4,793).	
FY 2013	▪ The County Board added one-time funding related to the CY 2012 Presidential election ($342,407). ▪ Decreased revenue due to a reduction in state aid ($4,400). ▪ Removal of FY 2012 revenue for the Presidential Primary election ($44,752).	
FY 2014	▪ Increased revenue due to the restoration of state aide cuts ($4,400) and an increase in the salary reimbursement level ($2,264). ▪ Reduced funding for election officers ($16,800). ▪ Eliminated CY 2013 one-time funding for the Presidential election ($342,407).	
FY 2015	▪ Revenue decreased based on the projected reimbursement percentage from the State ($30,456).	
FY 2016	▪ Revenue increased based on State reimbursement for the 2016 Presidential Primary ($65,700) and a two percent increase for State Compensation Board reimbursements ($1,700).	
FY 2017	▪ The County Board added one-time funding related to the CY 2016 Presidential Election ($479,691). ▪ Revenue decreased due to the removal of one-time revenue for the Presidential Primary election in June 2016 ($72,400), offset by a two percent increase for State Compensation Board reimbursements ($1,600).	
FY 2018	▪ Expenses decreased due to the elimination of one-time funding for the CY 2016 Presidential Election ($479,691).	

Fiscal Year	Description	FTEs
	▪ Revenue increased due to an increase for State Compensation Board reimbursements ($1,632).	
FY 2019	▪ No significant changes.	
FY 2020	▪ The County Board added ongoing funding to increase an existing Assistant Registrar position from 0.60 FTE to 1.0 FTE to assist in managing poll workers and to support a growing number of absentee voters ($22,500). ▪ One-time funding was included for a Presidential Primary Election ($10,765 personnel; $116,626 non-personnel). ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($798). ▪ Revenue included a State reimbursement for a Presidential Primary Election ($76,510).	0.40

Department of Public Safety Communications and Emergency Management
Aaron Miller, Director
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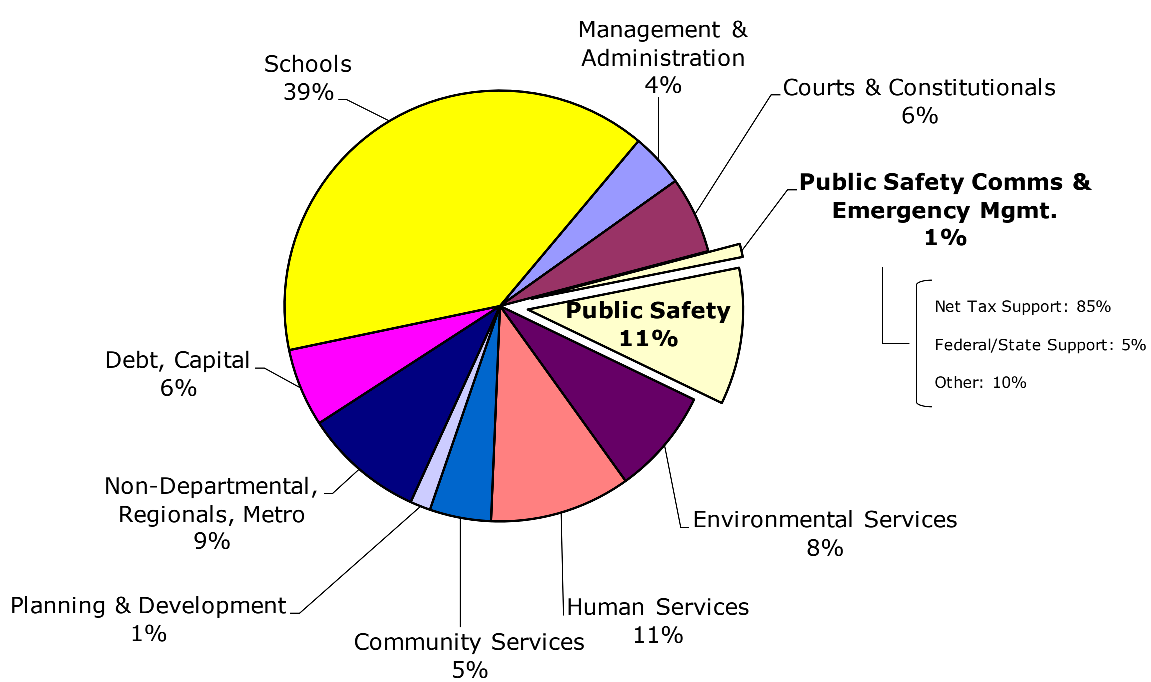
oem@arlingtonva.us

Our Mission: To coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington Community

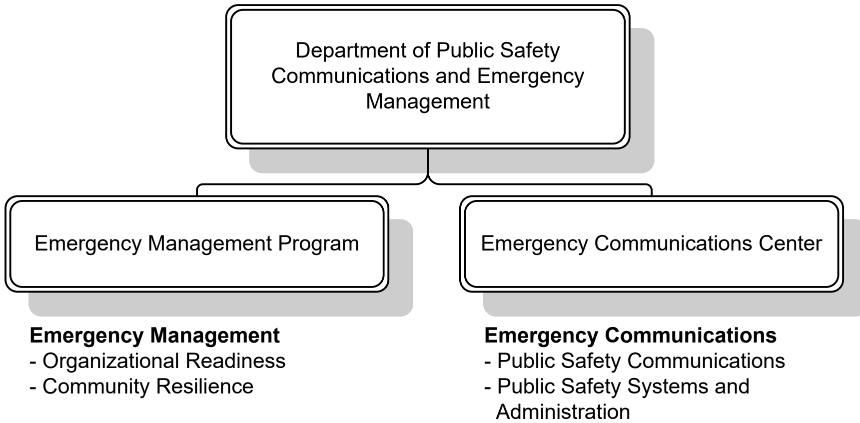
The mission of the Department of Public Safety Communications and Emergency Management (DPSCEM) is to coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington community. The mission will be achieved through the success of the outcome areas defined in the FY 2019 – FY 2021 departmental strategic plan: enhancing core capabilities to achieve organizational readiness; building, strengthening, and sustaining community resiliency; providing an adaptive and agile environment for the collection and dissemination of public safety information; and improving organizational efficiencies for the delivery of departmental priorities and initiatives.

To accomplish these goals, DPSCEM programs include: emergency planning and emergency exercises/drills; 24/7 public safety communication; coordination and dispatch; public education; and volunteer management. DPSCEM provides the leadership, coordination, and operational planning that enables the County's response to, and recovery from, the impact of natural, man-made, and technological hazards.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Public Safety Communications and Emergency Management (DPSCEM) is $13,840,581, a two percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- In September of FY 2021, the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) will expire, leaving only two months of remaining funding in FY 2021. As a result, the total grant program funding will be reduced from $480,000 to $35,000 to close out the grant and its deliverables. This represents a reduction of $300,000 for FY 2021 personnel and $145,000 in non-personnel budget.
- ↑ Personnel increases due to the addition of a Community Resiliency Advocate position that will start halfway through the fiscal year ($67,000, 1.0 FTE), an increase overtime budget needed to facilitate 24/7 coverage of the Emergency Management Watch Desk program ($56,147), an increase in shift differential pay ($14,000), employee salary increases, an increase in the County's cost for health insurance, and the reclassification of five vacant positions described below to achieve strategic department initiatives ($115,068). These increases are partially offset by the completion of the CCTA grant ($300,000) and lower retirement contributions based on current actuarial projections.
- An internal reallocation of vacant positions was performed to fulfill strategic department initiatives that included:
  - The creation of Community Education position in Emergency Management ($38,867);
  - Two Emergency Management Watch Officers to staff the 24/7 Watch Desk program ($43,649); and
  - Two Emergency Coordinator positions to create a new internal Emergency Communications training cohort for new hires and existing staff development in an effort to improve recruitment and retention ($32,552).
- ↑ Non-personnel increases due to a new contract that encompasses all public safety mobile and portable radio units ($264,500), maintenance of the radio system ($39,058), and adjustments to the annual expense for maintenance and replacement of County vehicles ($657), partially offset by the completion of the CCTA grant program ($145,000), removal of FY 2020 one-time funds for a technology pilot program focused on cloud computing services ($69,446), and the re-allocation of the Urban Areas Security Initiative (UASI) regional preparedness grant program costs to personnel ($16,866).

- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($71,910).
- ↓ Grant revenue decreases due to a reduced grant amount for the CCTA grant ($445,000), partially offset by increases to the UASI regional preparedness grant program ($7,357).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$9,187,632	$9,437,662	$9,574,031	1%
Non-Personnel	4,142,280	4,271,197	4,344,100	2%
Sub-total Expenditures	13,329,912	13,708,859	13,918,131	2%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	13,252,362	13,631,309	13,840,581	2%
Fees	1,145,836	1,324,145	1,396,055	5%
Grants	1,147,626	1,125,330	687,687	-39%
Total Revenues	2,293,462	2,449,475	2,083,742	-15%
Net Tax Support	$10,958,900	$11,181,834	$11,756,839	5%
Permanent FTEs	74.50	74.50	75.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	74.50	74.50	75.50	

EMERGENCY MANAGEMENT

PROGRAM MISSION

To advance community readiness through the coordination and development of capabilities, resources, and information. The activities below meet the outcome goals outlined in the Department's Strategic Plan.

Organizational Readiness

- Develop and maintain critical County emergency management plans and capabilities to prepare for, respond to, and recover from emergencies and disasters.
- Coordinate County resources in order to facilitate the management of emergencies, disasters, and significant events through the operation and management of the Emergency Operations Center (EOC) in accordance with the procedures outlined in the County's Emergency Operations Plan (EOP).
- Manage the Arlington Network for Community Readiness (ANChoR) and coordinate with emergency management volunteer groups such as the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and the Radio Amateur Civil Emergency Service (RACES) as force multipliers for emergency preparedness.
- Work with regional and County stakeholders on innovative solutions to common challenges and issues facing communities within the National Capital Region.
- Manage the Watch Desk function, which provides situational awareness and timely notification to County leadership and public safety partners of significant events that may impact the citizens, visitors, and employees of Arlington County.
- Coordinate the County's financial recovery for emergency management and public assistance grants in accordance with the Federal Emergency Management Agency (FEMA) and Virginia Department of Emergency Management (VDEM) rules and regulations.

Community Resilience

- Conduct public engagement programs for residents of all ages and abilities to educate them on individual roles and responsibilities in the event of an emergency.
- Develop and maintain relationships with residents, non-profits, faith-based groups, and other critical partners to be able to provide outreach, education, and coordination of emergency preparedness services to the whole community.
- Review, analyze, and disseminate timely information to the community through public alerting vehicles (Arlington Alert) as well as through County operated media platforms. Continue to work with community media partners to further amplify the Arlington Alert message to the Arlington community and beyond.

SIGNIFICANT BUDGET CHANGES

- In September of FY 2021, the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) will expire, leaving only two months of remaining funding. As a result, the total grant program funding will be reduced from $480,000 to $35,000 to close out the grant and its deliverables. This represents a reduction of $300,000 for FY 2021 personnel and $145,000 in non-personnel budget.
- ↑ Personnel increases due to employee salary increases, normal increases to UASI grants accommodated through a reallocation of non-personnel grant funding ($16,866), an increase in the County's cost for employee health insurance, the addition of a Community Resiliency Advocate position that will start halfway through the fiscal year ($67,000, 1.0 FTE), the addition of overtime budget to fund 24/7 coverage of the watch desk program ($56,147), and the transfer in and reclassification of three vacant positions from the Emergency Communications line of business to create a new Community Education position ($136,425)

EMERGENCY MANAGEMENT

and two Emergency Management Watch Officer positions ($204,868, 2.0 FTEs). These increases are partially offset by the completion of the CCTA grant ($300,000) and retirement contributions based on current actuarial projections.

- ↓ Non-personnel decreases due to the competition of the CCTA grant program ($145,000), a re-allocation of the UASI regional preparedness grant funding from non-personnel to personnel costs ($16,866), and adjustments to the annual expense for maintenance and replacement of County vehicles ($114).
- ↓ Grant revenue decreases due to a reduced grant amount for the CCTA grant ($445,000), partially offset by increases to the UASI regional preparedness grant program ($7,357).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,166,125	$2,386,557	$2,574,661	8%
Non-Personnel	541,009	415,973	253,993	-39%
Total Expenditures	2,707,134	2,802,530	2,828,654	1%
Grants	1,147,626	1,125,330	687,687	-39%
Total Revenues	1,147,626	1,125,330	687,687	-39%
Net Tax Support	$1,559,508	$1,677,200	$2,140,967	28%
Permanent FTEs	15.00	16.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	16.00	20.00	

PERFORMANCE MEASURES

Organizational Readiness

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of FEMA's Core Capabilities addressed by the OEM Training & Exercise Program (in support of a National Preparedness Goal)	38%	59%	63%	66%	69%	72%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Emergency Operation Center (EOC) Activations	9	5	5	4	8	7
Percent of Employees Signed up for Arlington Alert	62%	63%	67%	73%	75%	76%

EMERGENCY MANAGEMENT

- DPSCEM conducts County-wide and regional trainings and exercises which are a key part of developing emergency management functionality. In FY 2019, the trainings and exercises conducted in support of the National Preparedness Goal brought the total of core capabilities supported to 21 of the 32 specific capabilities developed by FEMA. By addressing these core capabilities, Arlington is comprehensively improving the way we prevent, mitigate, respond to, and recover from emergencies. For more information about FEMA's core capabilities: https://www.fema.gov/core-capabilities.
- The EOC serves as the communications and resource coordination center during an emergency and is staffed by DPSCEM and Emergency Support Function (ESF) personnel. The EOC is activated when there is an imminent threat to the Arlington community (e.g., weather, life/safety), and during high profile special events that impact the community such as 4th of July and the Marine Corps Marathon. The FY 2020 estimate is higher due the increased number of activations that already occurred during the first two quarters of the fiscal year to include the July 8th flood, Long-Term Recovery Center, Army Ten Miler, Marine Corps Marathon and the November Election.
- The County's Employee Alert System (EAS) is the primary tool for communicating emergency information with the Arlington County workforce. It is critical for emergency preparedness and readiness to have as many employees as possible registered to receive this information in a timely manner. The target of 75 percent in FY 2020 has long been a goal of the program and is due to great collaboration between the Watch Desk program and Human Resources to register new employees during the on-boarding process, and to maintain those records throughout the year.

Community Resilience

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of Outreach Events Focused on Vulnerable Populations	N/A	24%	33%	20%	40%	50%
Percent of Arlington Population Registered for Arlington Alert	10.0%	10.0%	11.4%	12.3%	13.0%	13.0%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent Increase in Subscribers to Arlington Alert	14%	14%	7%	8%	10%	10%

- Vulnerable populations are defined as those within the Arlington community who are: low-income, non-English speaking, elderly and/or medically fragile, children and families, or those who have access and functional needs. In FY 2021, the goal will be to have 50 percent of the department's engagement activities focused on these populations through expanding community partnerships, cultivating new community relationships and empowering community service providers to meet client needs, with the remaining 50 percent focused on community preparedness, general outreach and engagement.
- Arlington Alert continues to add new registrations on an annual basis, with over 12 percent of the population now registered for this specific tool. The target of 13 percent would be one of the highest in the National Capital Region and studies show that enrollment community-wide alerting systems typically reach a ceiling at 10 percent of the population.

EMERGENCY MANAGEMENT

The goal requires that staff continue to add new registrants every year to keep up with population growth through engagement and events impacting the community.

- Arlington Alert registration is promoted as a main piece of community engagement by staff, and is a main focus of Preparedness Month. Increased enrollment is typically driven half by engagement and outreach and half by events such as the 2016 Winter Storm Jonas, Presidential Election and Inauguration, and other local news-worthy events. FY 2018 and FY 2019 did not have any major events leading to EOC activations or other major impacts on the community. During that time engagement, education and awareness of Arlington Alert and community programs were the primary drivers for an increase in subscribers. FY 2020 estimates are higher due to the July 2019 flood and the subsequent increase in registration following that event.

PROGRAM MISSION

To receive and process Arlington's 9-1-1 emergency calls and non-emergency calls in order to efficiently dispatch Police, Fire, and Emergency Medical Services (EMS). The activities below meet the outcome goals outlined in the Department's Strategic Plan.

Public Safety Communications

- Receive and process 9-1-1 emergency and non-emergency requests for service and dispatch Police, Sheriff, Fire and Emergency Medical Services (EMS) via radio. This includes providing callers with legally defensible, appropriate CPR, first aid, and medical instructions using structured, standardized Emergency Medical Dispatch protocols.
- Receive and process calls for information and resources from the residents of Arlington County, as well as the residents from surrounding jurisdictions. This includes processing non-business hour administrative phone calls for public safety agencies, towed vehicles (police and public), and changes to commercial alarm systems to ensure appropriate public safety response.
- Manage the National Crime Information Center (NCIC) and the Virginia Criminal Investigations Network (VCIN) programs. This includes entry, modification, and maintenance of all criminal and missing person information, as well as interagency public safety messaging, within NCIC and VCIN for the Police and Fire Departments.
- Assist with the coordination of emergency response efforts and make necessary notifications regarding critical calls, emergencies, or significant activities within the County.
- Manage the ECC Training Program which includes maintaining training records, developing and updating lesson plans, conducting intensive basic and advanced classroom and on-the-job training, and serving as an educational resource for staff on a day-to-day basis.
- Conduct intensive Quality Assurance review and response programs to ensure appropriate standards and policies are met.

Public Safety Systems and Administration

- Manage the County's radio system for all users through which approximately 2,086,155 radio transmissions with 7,042 hours of radio talk time are processed annually. The radio system is a vital component of the ECC, as all calls for service to the Fire Department, Police Department, Sheriff's Office, and Animal Welfare League are dispatched via radio.
- In December 2019, Arlington County and the City of Alexandria completed a migration to a shared next-generation 9-1-1 (NG911) system. The system provides both jurisdictions with the latest 9-1-1 technology and prepares the foundation for a regional 9-1-1 approach across northern Virginia and the National Capital Region. The system enhances public safety by managing more data and facilitating faster responses, as well as other benefits such as enhanced caller location for faster response, enhanced mapping for better situational awareness, and increased system resiliency and security for each jurisdiction.
- Manage the NICE recording system which captures and records all incoming and outgoing ECC operational telephone calls and public safety radio traffic. This includes managing and processing requests for copies of telephone calls and radio traffic from public safety agency partners, Commonwealth Attorney's Office, and from the public through FOIA requests.
- Administer and develop the ECC Computer Aided Dispatch (CAD) which is used to track Police, Sheriffs, Fire, EMS, and Animal Welfare League calls for service, including mutual aid response, and can also provide the location of First Responders as needed.
- Collaborate with area jurisdictions to coordinate and implement regional solutions to enhance shared Public Safety resources and resiliency, as well as prepare for emerging technologies

and solutions, such as Next Generation 9-1-1, IP-based call routing with integrated texting, video and telematics via 9-1-1.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to transfer out of three vacant positions to the Emergency Management line of business ($258,777, 3.0 FTEs) and retirement contributions based on current actuarial projections. These decreases are partially offset by employee salary increases, an increase in the County's cost for health insurance, an increase in Shift Differential pay ($14,000), and the reclassification of two vacant Emergency Communication positions to Emergency Communications Coordinator positions to create a new internal Emergency Communications training cohort for new hires and existing staff development in an effort to improve recruitment and retention ($32,552).

↑ Non-personnel increases primarily due to a new contract that encompasses all public safety mobile and portable radio units ($264,500), contractual increases for radio system maintenance ($39,075), and adjustments to the annual expense for maintenance and replacement of County vehicles ($771), partially offset by the removal of one-time funds for a pilot program focused on cloud computing services implemented in FY 2020 ($69,446).

↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($71,910).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$7,021,507	$7,051,105	$6,999,370	-1%
Non-Personnel	3,601,271	3,855,224	4,090,107	6%
Sub-Total Expenditures	10,622,778	10,906,329	11,089,477	2%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	10,545,228	10,828,779	11,011,927	2%
Fees	1,145,836	1,324,145	1,396,055	5%
Grants	-	-	-	-
Total Revenues	1,145,836	1,324,145	1,396,055	5%
Net Tax Support	$9,399,392	$9,504,634	$9,615,872	1%
Permanent FTEs	59.50	58.50	55.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	59.50	58.50	55.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average Duration (in seconds) of 9-1-1 calls	N/A	108.9	108.8	103.6	104.0	104.0
Average Time (in seconds) from initial CAD Entry to Dispatch	N/A	31.21	31.84	32.20	32.00	32.00
Percent of 9-1-1 Calls Answered in Less Than or Equal to 15 seconds	N/A	N/A	87%	81%	82%	82%
Percent of 9-1-1 Calls with Ring Time in Less Than or Equal to 15 seconds	N/A	N/A	100%	100%	100%	100%

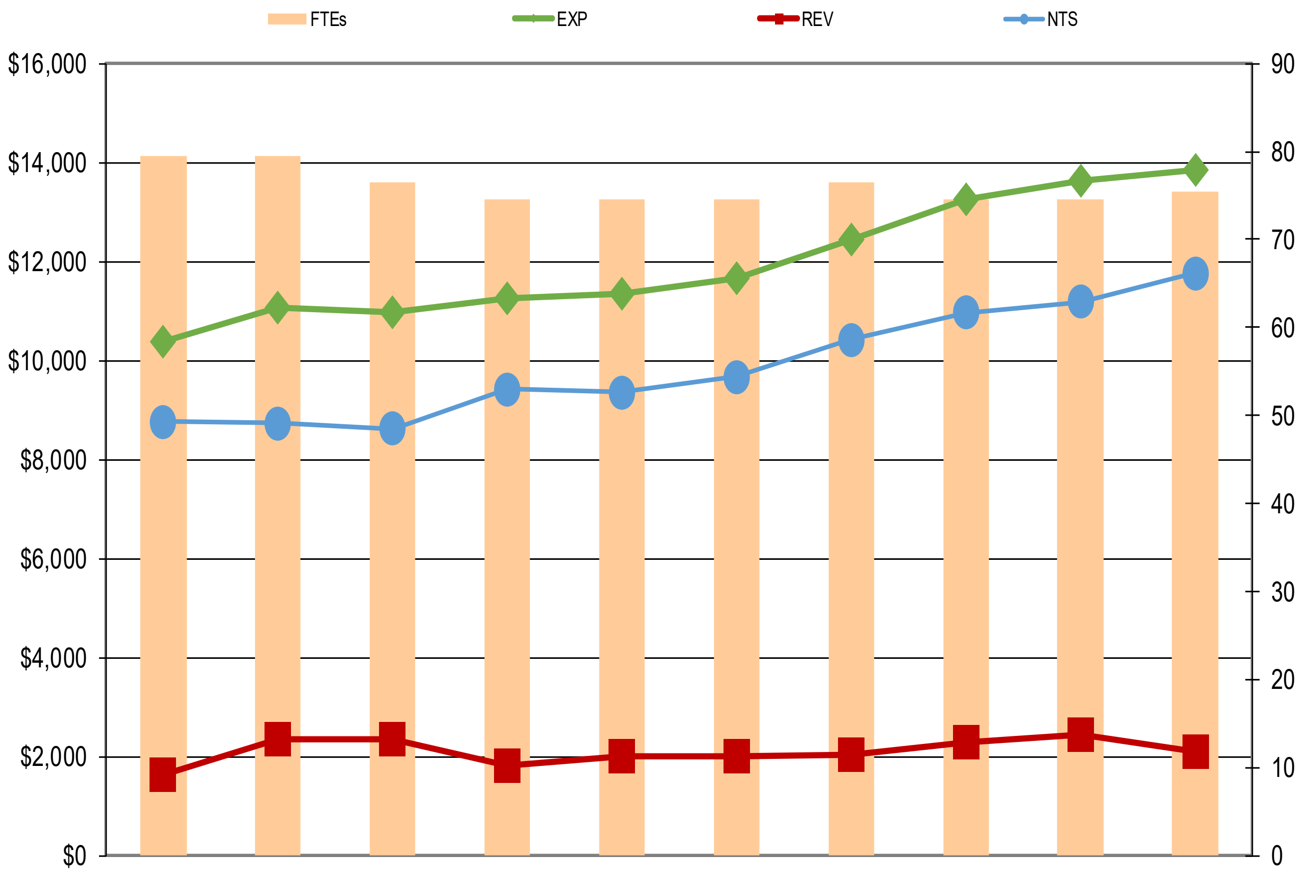
- The average duration takes into account the ring time, answer time, and time required to get the call into dispatch for the caller. This average takes into account calls that can be answered quickly, and others that can be more complex and require dispatchers to stay on the call longer to ensure all information is relayed.
- Call answer time is the time difference between when a caller dials 9-1-1 and when the call is entered into the 9-1-1 call system. Call ring time is the time it takes from when the call is placed by the caller to when the call reaches a call taker. The time difference between the two metrics, typically a few seconds, is attributed to the time it takes the 9-1-1 system to route the call to a call taker. For both metrics, ECC staff is exceeding the National Fire Protection Association (NFPA) standards for 9-1-1 call answering.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of Incoming 9-1-1 Calls from a Wireless Device	76%	76%	79%	77%	80%	80%
Percentage abandoned 9-1-1 calls	N/A	N/A	20%	22%	22%	23%
Total Number of Emergency Calls	101,186	93,333	92,059	99,096	100,000	100,000
Total Number of Non-Emergency Calls	228,477	223,245	228,695	220,624	215,000	215,000
Total Number of Outbound Calls	142,878	129,639	122,931	125,670	125,000	125,000
Total Number of all Calls (Incoming and Outbound Calls for Service)	472,541	446,217	443,685	445,390	440,000	440,000
Total incidents dispatched	N/A	162,206	154,623	159,883	155,000	155,000
Total incidents not dispatched	N/A	48,841	46,956	46,830	47,000	47,000
Total radio calls and duration (in hours)	N/A	N/A	2,126,167/ 7,141	2,086,155/ 7,042	2,080,000/ 7,100	2,080,000/ 7,100

- An abandoned 9-1-1 call is classified as an incoming call to the 9-1-1 center where the call taker must try and locate the caller to ascertain if there is an emergency. Prior to the new 9-1-1 system, each abandoned call required three minutes of staff time to mitigate and can have an adverse effect on call answering and dispatch metrics. With the new NG911 system, the mitigation time will be reduced significantly, allowing staff to spend time on emergency calls while the system autonomously mitigates the abandoned calls. However, it will not eliminate abandoned calls.
- Staff have taken steps to reduce the number of non-emergency calls coming into the center, to provide more efficient customer service and reduce the burden on staff; however, those calls still represent 70 percent of the volume coming into the center.

- Incidents dispatched is defined as incoming emergency calls that result in dispatching (sending) a public safety resource. Incidents not dispatched is defined as incoming calls that do not require dispatching a public safety resource but are mitigated by an ECC call taker. In addition to these, there are roughly 15,000 incidents a year that are reported by public safety-first responders from the field and not through 9-1-1 system.
- The total number of Outbound Calls, total number of All calls, and the total Radio Calls and Duration are new supporting measures for FY 2021.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$10,386	$11,071	$10,966	$11,242	$11,342	$11,662	$12,455	$13,252	$13,631	$13,841
REV	$1,628	$2,339	$2,340	$1,819	$1,993	$1,990	$2,040	$2,293	$2,449	$2,084
NTS	$8,758	$8,732	$8,626	$9,423	$9,349	$9,672	$10,415	$10,959	$11,182	$11,757
FTEs	79.50	79.50	76.50	74.50	74.50	74.50	76.50	74.50	74.50	75.50

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added a one percent, one-time lump sum payment for employees at the top step.	
	▪ Converted 4.0 overstrength FTEs into permanent positions and reallocated 4.0 permanent FTEs from Non-Departmental ($473,861) and added funding for overtime ($174,747) and for upgrading supervisory positions ($89,000).	8.0
	▪ Added funding for contractual increases ($58,217) partially offset by a reduction in the electricity budget based on reduced usage ($10,273).	
FY 2013	▪ Increased revenues in reimbursement for wireless service costs ($352,380) based on actual receipts and grant revenues due to adjustments made for grant-funded positions ($44,833).	
	▪ Decreased fee revenue reflects a change in the Commonwealth's methodology in calculating disbursements to jurisdictions related to wireless calls to 9-1-1, resulting in a projected loss of $307,505.	
	▪ Increased the reimbursement from the City of Falls Church for services provided by the County ($190,603).	
FY 2014	▪ Transferred out National Incident Management System (NIMS) Grant Coordinator position and associated grant revenue from OEM to the Fire Department ($125,000).	(1.0)
	▪ Transferred out a position to the Department of Technology Services for the role of Public Safety Technology Officer ($56,784).	(1.0)
	▪ Added funding for contractual increases ($9,137), maintenance and replacement of County vehicles ($1,530) and increased maintenance costs of the County 9-1-1 telephone systems ($144,437).	
	▪ Revenues increased from the City of Falls Church for emergency call center services under a newly negotiated agreement ($202,101).	
	▪ Eliminated an Emergency Communications Specialist ($102,780) serving the ECC Training Unit as part of the County-wide budget reductions.	(1.0)
FY 2015	▪ Eliminated grant funded positions for Virginia Department of Emergency Management (VDEM) and the Metropolitan Medical Response System (MMRS) programs ($260,054).	(3.0)
	▪ Increased funding for rental space for public safety radio sites ($7,673), public safety radio operations ($418,738), and Local Emergency Management Program Grant (LEMPG) ($23,537).	
	▪ Fee revenues increased due to higher projections in Falls Church reimbursements ($60,234), as well as an increase to the wireless E-911 revenue from the Commonwealth of Virginia ($127,865).	
	▪ Grant revenues decreased due to the loss of the Virginia Department of Emergency Management (VDEM) and the Metropolitan Medical Response System (MMRS) grants ($260,054), which are partially offset by increases to Federal Homeland Security grant revenue ($71,804).	

Fiscal Year	Description	FTEs
FY 2016	▪ Added on-going funding for in-building wireless connectivity maintenance ($10,000) and the full appropriation of UASI grant non-personnel ($62,753). ▪ Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2016 budget and reconciliation of prior year payments with actual expenditures ($102,336), as well as an increase to the wireless E-911 reimbursement from the Commonwealth of Virginia ($37,208). ▪ Grant revenue increased due to UASI grants expected to be received in FY 2016 ($66,073).	
FY 2017	▪ Increased contractual obligations for 9-1-1 phone and radio costs ($97,753), adjustments to the annual expense for maintenance and replacement of County vehicles ($803), offset by a transfer of funds to the Police Department for Public Safety Information Technology (PSIT) activities ($11,151), and a re-allocation of grant funds from non-personnel expenses to personnel expenses to cover the cost of regular salary increases and new hires ($17,541). ▪ Fee revenue decreased due to lower projections in Falls Church reimbursements based on the reconciliation of prior year payments with actual expenditures ($53,004), offset by an increase to the wireless E-911 reimbursement from the Commonwealth of Virginia ($36,242). ▪ Grant revenue decreased due to UASI grants expected to be received in FY 2017 ($3,543).	
FY 2018	▪ Reallocated one Police Lieutenant position ($200,281; 1.0 FTE) into three new Emergency Communications Technicians (call takers) in the Emergency Communication Center in order to provide increased staffing to handle existing call volume and to prepare the organization for emerging 9-1-1 staffing demands. ▪ Transferred funds from the Police Department to the Emergency Communications Center for Computer Aided Dispatch (CAD) contract management ($215,551). ▪ Increased funding for contractual obligations with the 9-1-1 phone system and radio system maintenance ($50,825), emergency communications contracts ($1,100), rental building increases ($772), and adjustments to the annual expense for maintenance and replacement of County vehicles ($463). ▪ Fee revenue decreased for Falls Church reimbursements ($153,781). ▪ Grant revenue increased due to Urban Area Security Initiative grants (UASI) across four grant programs ($41,660). ▪ The Office of Emergency Management (OEM) changed its name to become the Department of Public Safety Communications and Emergency Management (DPSCEM). The two divisions supporting the department, Emergency Management and Emergency Communications, remained the same.	3.0

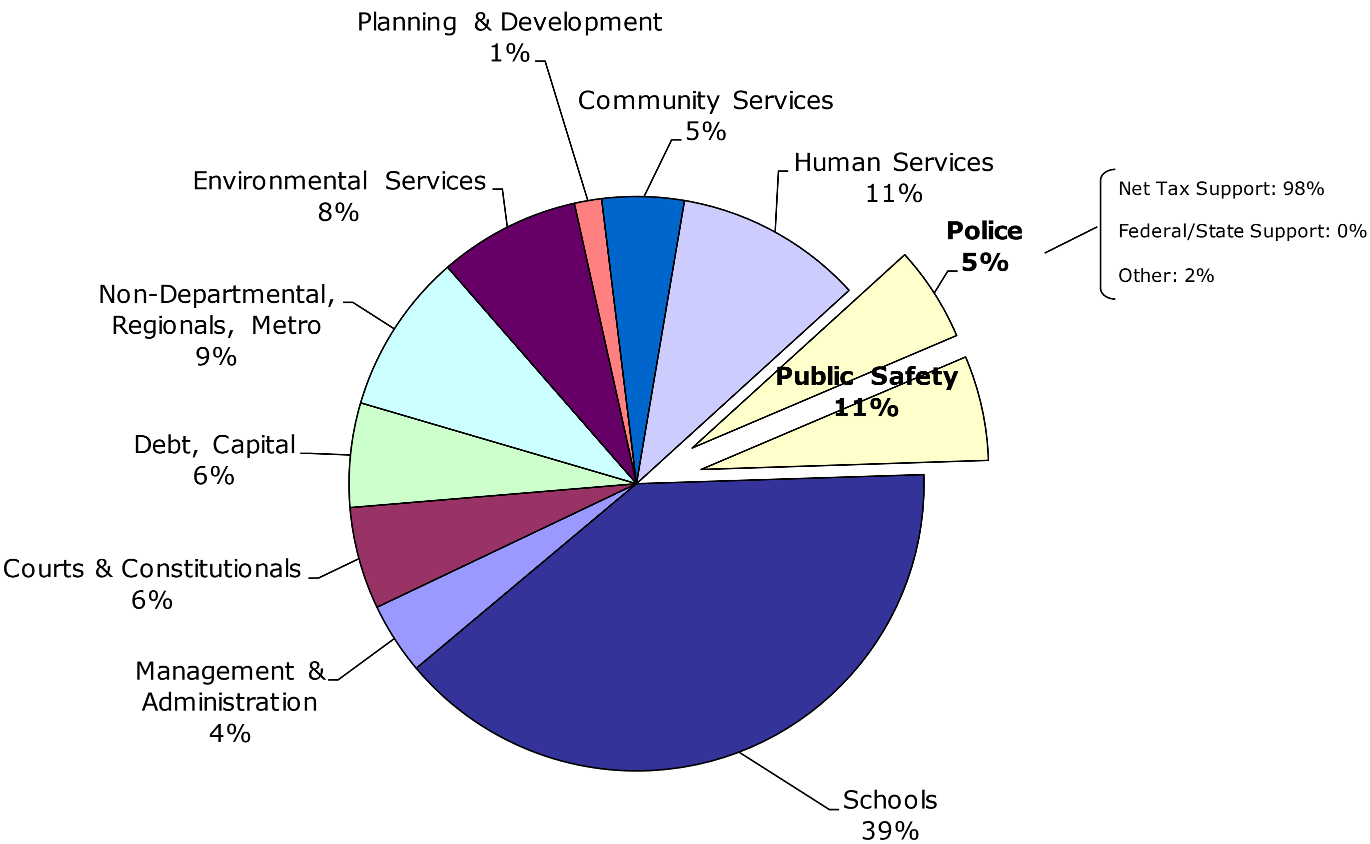
Fiscal Year	Description	FTEs
	▪ *During FY 2017 closeout, the County Board transferred a position to the Police Department to support the Public Safety Information Technology program ($96,356).*	
FY 2019	▪ Increased personnel costs for the acceptance of a new grant program, Complex Coordinated Terrorist Attack (CCTA) grant in FY 2018 ($619,890), as well as increases in Urban Area Securities Initiative (UASI) grant personnel costs ($103,257).	
	▪ Transfer out of one position to the Police Department to support the Public Safety Information Technology program ($96,356, 1.0 FTE).	(1.0)
	▪ Eliminated one vacant Emergency Management Specialist that provided community outreach and education services ($175,321).	(1.0)
	▪ Increased fee revenue from the City of Falls Church for 9-1-1 services ($2,176) and the City of Alexandria's portion of expenses related to the 9-1-1 system maintenance ($169,482).	
	▪ Lower Commonwealth of Virginia's jurisdictional allocation for 9-1-1 revenue beginning in FY 2019 due to a re-structuring of the program ($169,707).	
	▪ Increased grant revenue for UASI grant awards to be received in FY 2019 ($145,290) and receipt of the CCTA grant ($619,890).	
FY 2020	▪ Reduction of personnel costs in the CCTA grant ($319,890) and Volunteer Management Grant ($3,947).	
	▪ Increased personnel expenses for several UASI grants including the Exercise and Training Grant ($3,175), the National Incident Management Grant ($5,377), and the Regional Planner Grant ($9,434).	
	▪ Added one-time funds for a technology pilot program focused on cloud computing services that allow staff virtual access to County applications and documents from any device in any location ($69,446).	
	▪ Transferred Complex Coordinated Terrorist Attack (CCTA) program costs from personnel to non-personnel budget ($180,000).	
	▪ Increased contractual costs for radio system maintenance ($37,191) and 9-1-1 phone system ($62,762).	
	▪ Decreased UASI grant program costs ($24,637).	
	▪ Decreased grant revenue for both the CCTA grant ($139,890) and the Volunteer Management Grant ($3,947).	
	▪ Increased several UASI grants including the Exercise and Training Grant ($3,175), the National Incident Management Grant ($5,377), and the Regional Planner Grant ($9,434).	
	▪ Fee revenues increased for Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures ($30,971).	

ARLINGTON
VIRGINIA

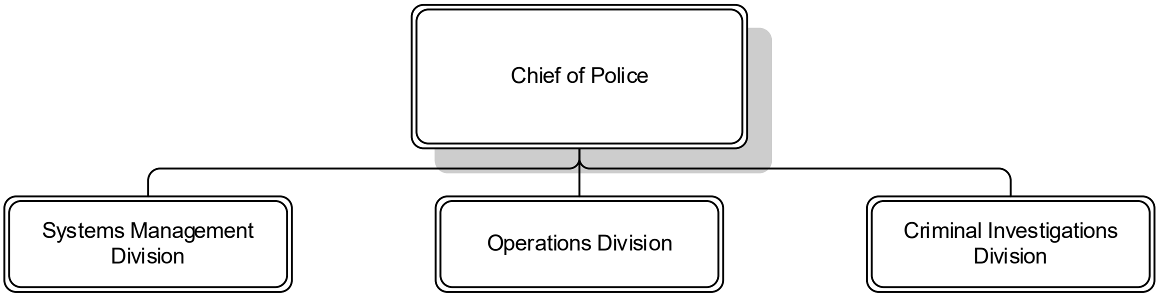
POLICE DEPARTMENT
M. Jay Farr, Chief
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4040
police@arlingtonva.us

Our Mission: To reduce the incidence of crime and to improve the quality of life in Arlington County by making it a place where all people can live safely and without fear

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Systems Management Division

- **Management and Administration**
- **Human Resources Management**
- **Support Management Section**

Operations Division

- **Management and Administration**
- **Patrol Section**
- **Operational Support**
- **Community Resources: School Resource Officers**
- **Community Resources: Outreach**
- **Tactical Operations**
- **Special Operations**

Criminal Investigations Division

- **Management and Administration**
- **Criminal Investigations**
- **Organized Crime**
- **Homeland Security**

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Police Department is $74,669,607, a four percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to the addition of a Business Systems Analyst II position to assist with public safety payroll technology ($114,713, 1.0 FTE), the addition of an Administrative Specialist position to assist with the Department's Business Outreach Unit ($87,230, 1.0 FTE), the addition of five Traffic Control Officer positions ($375,000, 5.0 FTEs) and a Traffic Control Supervisor position ($78,992, 1.0 FTE) to augment current staffing resources in response to increased traffic management demands, an increase in shift differential pay ($60,000), employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of FY 2020 one-time funds for operating equipment funding for School Resource Officers ($180,000) and recruitment ($200,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($25,092), partially offset by the addition of one-time funds to continue the department's strategic recruiting efforts ($129,000), the addition of one-time funding for training and operating supplies in the Business Outreach Unit ($110,000, funding for one-time expenses associated with the addition of six traffic control positions ($104,012), and an increases to various contractual services ($6,814).
- ↑ Fee revenues increase primarily due to an alarm registration fee amendment to include residential properties ($335,860), an increase in the false alarm fine fee schedule ($38,900), increased secondhand license fees ($9,400), concealed weapons permits ($10,000), and

increased photo red light fines based on recent trending ($100,000), partially offset by a decrease in Taxicab Licenses ($4,640) and Summer Camp revenue ($5,700).

- In May 2018, the Arlington County Police Department implemented a major staffing re-structure to create appropriate staffing levels and reach efficiency of operations. This resulted in numerous movements within the agency and necessitated structural changes throughout the agency. Staff spent a considerable amount of time reassigning positions to the remaining sections and units while also working to create new sections. Some of these new sections include: adding a new Management and Administration line of business within each of the three divisions to represent the resources allocated at the division Deputy-Chief level, and reallocating resources to create new lines of business such as the Community Resources: School Resource Officers and a Tactical Operations Section. As a result of this overhaul, a very large number of position movements occurred in order to ensure our budgeted funds still matched the current operating structure of the Police Department. In the interest of brevity, the details of every move are not included this year.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$61,368,607	$64,244,611	$66,901,416	4%
Non-Personnel	7,348,352	7,833,457	7,778,191	-1%
Intra-County Charges	(13,068)	(10,000)	(10,000)	-
Total Expenditures	68,703,892	72,068,068	74,669,607	4%
Fees	930,447	693,800	1,178,120	70%
Grants	245,305	-	-	-
Seized Assets/Reimbursements	347,872	-	-	-
Total Revenues	1,523,624	693,800	1,178,120	70%
Net Tax Support	$67,180,268	$71,374,268	$73,491,487	3%
Permanent FTEs	460.00	472.00	480.00	
Permanent Unfunded FTEs	10.00	-	-	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	477.00	479.00	487.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

OFFICE OF THE CHIEF

PROGRAM MISSION

To preserve and protect the citizens of Arlington County by ensuring that effective administration and high-quality services are provided by the Operations, Criminal Investigations, and Systems Management Divisions of the Police Department.

- Provide effective leadership to the Department.
- Conduct internal investigations on any allegations of wrongdoing by members.
- Provide effective policy direction for the Department.
- Promote transparency of department operations in the media.
- Provide departmental and public safety information technology support.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of a Business Systems Analyst II position to assist with public safety payroll technology ($114,713, 1.0 FTE), employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, partially offset by the transfer out of 2.0 FTEs as part of a departmental reorganization.

↑ Non-personnel increases due to the transfer in of non-personnel IT budget from the Records Management Unit and Northern Virginia Criminal Justice Training Academy line of business, which has been reorganized to reflect the new organizational structure ($604,713), partially offset by the transfer out of the training budget as part of the department reorganization ($2,500).

↑ Fee revenues increase due to an increase in concealed weapons permits ($10,000), partially offset by a decrease in miscellaneous service charges ($2,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,254,858	$3,215,335	$3,310,162	3%
Non-Personnel	93,101	88,904	691,117	677%
Total Expenditures	3,347,959	3,304,239	4,001,279	21%
Fees	34,166	22,000	30,000	36%
Total Revenues	34,166	22,000	30,000	36%
Net Tax Support	$3,313,793	$3,282,239	$3,971,279	21%
Permanent FTEs	21.00	22.00	21.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.00	22.00	21.00	

OFFICE OF THE CHIEF

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cost per resident for Police services	$268.27	$261.29	$289.10	$301.89	$299.14	$314.63
Officer to Resident Ratio	1.67	1.65	1.55	1.57	1.57	1.54
Group A Arrests per 100,000 Daytime Population	3,093	2,741	2,526	2,386	2,380	2,374
Group B Arrests per 100,000 Daytime Population	1,231	854	878	789	787	785
Availability of the Criminal Justice Records Management System (CJRMS) server (percent based on 8,760 hours per year)	99.82%	99.9%	96.2%	99.95%	99.5%	99.95%
Availability of the Mobile Data System (MDS) infrastructure (percent based on 8,760 hours per year)	99.98%	99.96%	99.96%	99.95%	99.96%	99.95%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Daytime Population	288,000	302,300	303,900	306,500	307,300	308,000

- Cost per resident estimates were calculated based on future population estimates generated by the Department of Community Planning, Housing, and Development (CPHD).
- The officer to resident ratio is the number of officers for every one thousand residents. The resident figures were obtained from CPHD.
- Daytime population estimates are also obtained from CPHD. In order to provide the most accurate information, all other estimates were calculated using linear regression.
- In 2018, the Arlington County Police Department began reporting all crime using the Federal Bureau of Investigation's National Incident-Based Reporting System (NIBRS). Under this system, crimes are broken down into Group A and Group B offenses. Previously crime was reported in accordance with the Uniform Crime Report (UCR) where offenses were grouped into Part I and Part II. The change was made in order to remain consistent with Virginia State Police reporting requirements and is intended to improve the overall quality of crime data collected by law enforcement agencies across the nation. NIBRS provides greater specificity in reporting offenses, collects more detailed information, gives more context to specific crime problems and provides greater analytic flexibility. All agencies will transition to NIBRS-based reporting by 2021.
- Group A Offenses include: Arson, Assault Offenses, Bribery, Burglary/B&E, Counterfeiting/Forgery, Destruction/Damage/Vandalism of Property, Drug/Narcotic Offenses, Embezzlement, Extortion/Blackmail, Fraud Offenses, Gambling Offenses, Homicide Offenses, Human Trafficking, Kidnapping/Abduction, Larceny/Theft Offenses, Motor Vehicle Theft, Pornography/Obscene Material, Prostitution Offenses, Robbery, Sex Offenses (forcible), Sex Offenses (non-forcible), Stolen Property Offenses and Weapon Law Violations.
- Group B (reported arrests only) include: Bad Checks, Curfew/Loitering/Vagrancy Violations, Disorderly Conduct, Driving Under the Influence, Drunkenness, Family Offenses (non-violent), Liquor Law Violations, Peeping Tom, Trespassing, and all other offenses.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide efficient and effective administration of the functions that provide infrastructure support to the Police Department through support management, training and human resources, information and technology, and fiscal and grant management.

- Provide the Department with the services, support, and other resources needed to fulfill its mission, including management and oversight of fiscal resources and grants management.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases are primarily due to the transfer in of non-personnel funds due to the consolidation of operating equipment, travel, and training funding for the Systems Management Division to be housed within the Management and Administration line of business ($87,467).
- ↑ Fee revenues increase due to an alarm registration fee amendment to include residential properties ($335,860), an increase in the false alarm fine fee schedule ($38,900), an increase in second hand licenses ($9,400), impound storage fees ($5,000), and miscellaneous service charges ($2,000), partially offset by a decrease in taxicab licenses ($4,640), and miscellaneous revenue ($4,500).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,087,906	$1,545,498	$1,645,262	6%
Non-Personnel	338,622	51,069	138,576	171%
IntraCounty Charges	(8,809)	-	-	-
Total Expenditures	1,417,719	1,596,567	1,783,838	12%
Fees	166,574	156,600	538,620	244%
Grants	245,305	-	-	-
Total Revenues	411,879	156,600	538,620	244%
Net Tax Support	$1,005,840	$1,439,967	$1,245,218	-14%
Permanent FTEs	10.00	7.00	7.00	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	17.00	14.00	14.00	

Note: Grants are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

HUMAN RESOURCES MANAGEMENT SECTION

PROGRAM MISSION

To maintain the efficiency and integrity of the Human Resources Management Section through the proper administration and management of essential support functions for the Police Department.

- Provide competent, courteous, and professional assistance to all Police Department staff, manage payroll and time keeping functions, maintain personnel records, assist with benefits administration and Workers Compensation, and coordinate/ monitor all secondary employment.
- Recruit, screen, and hire qualified candidates who represent the values of the Department and the community.
- Coordinate and oversee all training for police personnel and recruit officers.
- Identify training needs with the goal of equipping all department personnel with the knowledge, skills and abilities to attain operational readiness for addressing current and future demands of their current position, the department and their career goals.
- Serve as a point of contact for various regional, multi-agency and departmental efforts in high threat preparedness.

SIGNIFICANT BUDGET CHANGES

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

▪ As part of a departmental reorganization, 39 FTEs were transferred into the Human Resources Section, including 37 recruit FTEs that were transferred in from the Patrol line of business to more accurately reflect these positions within the department prior to their graduation from the Police Academy ($3,529,807, 37 FTEs).

↓ Non-personnel decreases due to the removal of FY 2020 one-time recruitment funding ($200,000) and a consolidation of operating equipment, travel, and training funding for the Systems Management Division to be located within the Systems Management Division Management and Administration line of business ($21,900), partially offset by the addition of one-time funds to continue the Department’s strategic recruiting efforts ($129,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,088,788	$3,450,426	$7,310,932	112%
Non-Personnel	487,404	854,934	762,034	-11%
Total Expenditures	4,576,192	4,305,360	8,072,966	88%
Total Revenues	-	-	-	-
Net Tax Support	$4,576,192	$4,305,360	$8,072,966	88%
Permanent FTEs	22.00	24.00	63.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	22.00	24.00	63.00	

HUMAN RESOURCES MANAGEMENT SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of recruits who successfully completed the Field Officer Training Program	90%	74%	68%	82%	80%	80%
Police officers hired	20	23	25	39	30	30

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Agency training hours: Training hours per recruit	1,701	1,696	1,658	1,647	1,647	1,647
Total Agency training hours	64,600	52,618	56,744	90,603	65,000	65,000
Total number of recruit applications tested	700	286	253	310	300	300

- New outreach strategies, such as the Ambassador Program, which deploys an Department ambassador to targeted Organizations and Universities to recruit on a more personal level, and a social media campaign, have increased hiring over the past fiscal year. However, recruiting qualified candidates remains difficult.
- New hires attend over 1,600 hours of training in their first year with the police department. This training includes in-house pre and post academy training, six months of training at the Northern Virginia Criminal Justice Academy, and four months of Field Training to become a certified law enforcement officer. Over 80 percent of those hired were able to successfully pass the NVCJA and complete Field Training in FY 2019, which is up from previous years.
- Training hours have been declining in recent years due to the department restructure, staffing shortages, and hiring fewer officers. In FY 2019, total agency training hours increased by 33,859 hours, 23,000 of which were due to the hiring of additional recruit officers. Additional increases are the result of continued preparedness, leadership and skill development, and Department of Criminal Justice Services (DCJS) required training. Common training courses include: firearms, control tactics, active violence response, vehicle operations, investigations, and leadership development through county cohorts, internal supervisory classes, and federally funded training. Officers averaged approximately 253 training hours per officer per year in FY 2019.
- The number of officers hired fluctuates based on the number of vacancies created by officers leaving County employment due to retirements, resignations, or terminations.

RECORDS MANAGEMENT UNIT AND DEPUTY DIRECTOR OF THE NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY

This line of business narrative is no longer being used in FY 2021 as part of the departmental reorganization.

PROGRAM MISSION

To maintain the efficiency and integrity of the official records of the department and oversight of the basic training conducted at the NVCJTA.

- Provide the Department with the services, support, and other resources needed to fulfill its mission through records management and providing information to citizens upon request.
- Ensure data accuracy and transmit crime statistics to state authorities.
- Serve as the deputy director of the NVCJTA.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of 10.0 positions to the Support Management Section line of business as part of the departmental reorganization.

↓ Non-personnel decreases due to the transfer out of all non-personnel budget to the Office of the Chief ($604,713) as part of the departmental reorganization.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$988,337	$939,730	-	-100%
Non-Personnel	382,270	604,713	-	-100%
Total Expenditures	1,370,607	1,544,443	-	-100%
Fees	(465)	-	-	-
Total Revenues	(465)	-	-	-
Net Tax Support	$1,371,072	$1,544,443	-	-100%
Permanent FTEs	15.00	10.00	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	10.00	-	

SUPPORT MANAGEMENT SECTION

PROGRAM MISSION

To provide general assistance and information to the public, county employees, and members of the Police Department and to maintain the efficiency and integrity of the Support Management Section through the proper administration and management of essential support functions.

- Utilize the department's Law Enforcement Records Management System (LERMS) as the sole storage of data and information.
- Provide the public with information on available County resources, laws, policies and procedures by accurately answering inquiries and making appropriate referrals.
- Maintain accurate monthly submissions of crime reports and arrest data submitted to Virginia State Police (VSP) and the Federal Bureau of Investigations (FBI).
- Provide the Department with the services, support, and other resources needed to fulfill its mission, including: records management, fleet management, licensing services, impound operations, telephone reporting and call diversion, and property and evidence management.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of 10.0 FTEs from the Records Management and Northern Virginia Criminal Justice Training Academy line of business as part of a departmental reorganization ($1,544,443, 10 FTEs), employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to the removal of FY 2020 one-time funding for vehicles and equipment for three additional School Resource Officers ($180,000), the transfer out of non-personnel operating funds due to a departmental reorganization ($45,518), adjustments to the annual expense for maintenance and replacement of County vehicles ($25,092). These decreases are partially offset by contractual increases for towing ($1,574).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,474,486	$1,536,065	$2,331,918	52%
Non-Personnel	3,824,796	4,273,982	4,024,946	-6%
Total Expenditures	5,299,282	5,810,047	6,356,864	9%
Total Revenues	-	-	-	-
Net Tax Support	$5,299,282	$5,810,047	$6,356,864	9%
Permanent FTEs	16.00	13.00	23.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	13.00	23.00	

SUPPORT MANAGEMENT SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of in-person customer contacts at the Police Front Counter	7,665	6,303	8,084	10,250	11,275	12,628
Percent of incident reports processed by the Telephone Reporting Office	23%	23%	21%	27%	28%	30%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cab inspections	653	733	312	29	50	50
Number of incident reports completed by the Telephone Reporting Office	2,938	2,596	2,728	3,247	3,000	3,000
Taxi Cab Hack license renewals issued	626	536	440	347	211	180
False alarm fines/penalties assessed	$151,655	$153,060	$69,541	$80,986	$70,000	$109,000
Number of false alarm calls responded to by the Police Department	3,130	3,100	1,527	2,637	3,000	3,000
Accident reports processed	3,029	2,558	2,180	2,114	2,500	2,500
Criminal arrests processed (adult)	4,368	3,622	3,405	3,135	3,500	3,500
Number of alarm systems registered	603	658	495	700	600	450
Records Unit information requests processed	19,442	17,431	17,356	17,704	18,000	18,720

- The Police Front Counter merged with the Records Management Unit in May 2019 to establish the Administrative Support Unit which has continued to serve as a directory for citizens to provide direction and service. This merger has led to an increase in the number of citizen contacts with personnel at the Administrative Support Unit.
- With a reduction of Taxi Cab personnel operating at one of the local cab companies it is expected there will continue to be a decline in Cab inspections and Taxi Cab Hack licenses.
- With the use of call diversion to promote online reporting for specified crimes where no immediate police response is needed, it is expected for number of telephone incident reports will decrease by 10-12%.
- False alarm numbers have decreased over the past as a result of the implementation of the new Law Enforcement Records Management System (LERMS). LERMS has experienced setbacks in the billing and query phases which has reduced revenue. Additionally, new commercial technology has developed that provides greater security management control for building owners leading to a decrease in the frequency of false alarms. However, some properties still require multiple police responses as the result of a false alarm activation. The FY 2021 penalties assessed estimate reflects a change to the false alarm fee schedule that increases the fine amount for property owners who require nine or more police responses.
- Request for police records have increased and are projected to be an area of continuing growth.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide high quality service to the community through the investigation of criminal offenses occurring in Arlington County and contribute to the priority of Crime Control and Prevention. Detectives are responsible for the successful investigation of felonies, serious misdemeanors, and other selected incidents and for identifying, apprehending, and interviewing people suspected of committing crimes.

- Oversee the investigations of all crimes committed within Arlington County.
- Provide support to the detectives assigned to the three distinct sections within the Criminal Investigations Division: the Criminal Investigations Section, the Organized Crime Section, and the Homeland Security Section.
- Manage resources provided to the various outlined sections, including equipment, training, and personnel.
- Provide support to the Operations Division and Systems Management Division in an effort to optimize police services for the citizens of Arlington County.

SIGNIFICANT BUDGET CHANGES

- Personnel in this line of business is associated with budgeted overtime expenses for the Criminal Investigations Division with personnel resources and actual overtime costs displayed in each specific line of business within the division.
- ↑ Non-personnel increases due to the consolidation and transfer in of the employee training budget ($17,400) and the operating equipment budget ($6,300) from other lines business within the Criminal Investigations Division as part of the departmental reorganization.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel*	-	$962,760	$927,691	-4%
Non-Personnel	$82,915	84,029	107,729	28%
Total Expenditures	82,915	1,046,789	1,035,420	-1%
Total Revenues	-	-	-	-
Net Tax Support	$82,915	$1,046,789	$1,035,420	-1%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

*All overtime pay and holiday premium pay associated with the Criminal Investigations Division, with the exception of the Criminal Investigations Section, is budgeted within the Management and Administration section of Criminal Investigations Division.

CRIMINAL INVESTIGATIONS SECTION

PROGRAM MISSION

To successfully capture perpetrators of criminal offenses through quality investigations by working with operations personnel and using intelligence to identify emerging crime trends.

- Provide high quality service to the community through the successful investigation of criminal offenses occurring in Arlington County and contribute to the agency's priority of Crime Control and Prevention.
- Conduct successful investigation of felonies, serious misdemeanors, and other selected incidents and for identifying, apprehending, and interviewing people suspected of committing crimes.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of 1.0 FTE as part of a departmental reorganization, employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases primarily due to the reallocation of employee training funds as part of the department reorganization ($41,600) and the transfer out of operating equipment funds to the Criminal Investigations Section Management and Administration line of business ($6,300), partially offset by the transfer in of non-personnel funding from the Organized Crime line of business for the Forensic ID unit as part of the department reorganization ($38,530).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$9,138,325	$8,482,517	$9,225,279	9%
Non-Personnel	401,645	218,572	209,202	-4%
Intra-County Charges	(2,755)	-	-	-
Total Expenditures	9,537,215	8,701,089	9,434,481	8%
Total Revenues	-	-	-	-
Net Tax Support	$9,537,215	$8,701,089	$9,434,481	8%
Permanent FTEs	71.00	60.00	61.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	71.00	60.00	61.00	

CRIMINAL INVESTIGATIONS SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clearance rate (assigned cases)	66%	58%	42%	51%	52%	44%
Identification of offenders made through fingerprints	110	171	282	107	211	187

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cases per investigator	76	66	77	83	70	75
Cases receiving Investigative Intern Review	504	301	527	419	430	416
Number of cases assigned for further investigation	2,266	1,967	2,390	2,334	2,175	2,655
Number of cases received	7,634	5,965	6,468	6,558	7,030	6,023
Number of cases successfully resolved	1,497	1,143	1,002	1,195	1,135	1,113
Number of cases that involve a joint investigation with Child Protective Services (CPS)	71	105	130	128	110	121
Number of cases where a License Plate Reader (LPR) was used to assist in an investigation	61	5,461	N/A	4,609	5,600	5,000
Number of death investigations	217	225	215	220	220	220
Number of searches performed by Digital Forensics Unit detectives	436	410	400	361	400	390

- The clearance rate is the number of cases successfully closed out of all assigned cases. In order to assign cases, staff must first assess whether cases are solvable. Factors affecting the likelihood that cases will be solved and therefore assigned include: whether the crime occurred in another jurisdiction, whether police information reports indicate that a crime occurred, whether after speaking with a victim it is determined that a crime was not committed, whether the victim wishes to press charges, and whether a case will be prosecuted. In FY 2016, there was a decrease due to a decrease in crime and staffing.
- In FY 2018, the number of identification of offenders made through fingerprints is high due to the use of overtime to eliminate the backlog of cases.
- The number of cases assigned for further review decreased in FY 2017 due to the Black and Adams Homicide investigations. Interns were assigned to those cases and logged hundreds of hours in support of those two investigations. In doing so, the cases they normally would have handled were not assigned based on prioritization.
- In FY 2017, the number of cases received is lower due to the integration of a new Records Management System and how reports are captured. For example, Larceny From Autos (LFA) are now grouped into one report if they are in the same geographic area. In the past, each LFA had an individual report.
- Prior to FY 2017, ACPD listed the number of cases where a License Plate Reader (LPR) was used to assist. This has been changed to the number of license plates run in the LPR by CID

personnel to allow for a more accurate account of how often LPR technology is being utilized during CID investigations.

- In FY 2018, the LPR servers were replaced in June 2017. In December 2018, it was determined the new servers were purging audit data along with license plate reads after six months; therefore, no data is available for fiscal year 2018. In December 2018, the server settings were updated to retain all audit features for a period of 10 years.
- The number of death investigations is a metric that is neither controllable nor able to be accurately forecasted. ACPD has very little control over the manner or number of deaths investigated; deaths are categorized to identify trends. A recent trend is an increase in opioid cases (overdoses and arrests) but not necessarily a large increase in opioid-related deaths yet. Additionally, dead on arrival arrests are on the rise. While ACPD has very little control over the manner or number of deaths, the Department does categorize the different deaths to identify trends. The Organized Crime Section (OCS) is the lead for the County for all death investigations.

ORGANIZED CRIME SECTION

PROGRAM MISSION

To identify, arrest, and prepare for the prosecution of perpetrators of criminal offenses, particularly those associated with organized crime.

- Prevent and detect illegal vice and gang activities known or suspected to be associated with organized crime.
- Gather and maintain accurate and current intelligence with an emphasis on identifying the relationship between organized criminal groups, gangs, vice, and/or drug violators.
- Assist in the timely identification of emerging crime patterns and criminal methods of operation.
- Assist Districts in developing tactical strategies, investigative problem solving, and implementing crime prevention initiatives.
- Identify, arrest, and prepare for the prosecution of perpetrators of criminal offenses.

SIGNIFICANT BUDGET CHANGES

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

↓ Non-personnel decreases due to the transfer out of the Forensic ID Unit expenses to the Criminal Investigations Section line of business as part of a departmental reorganization ($38,530).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$2,994,834	$2,782,114	$2,827,666	2%
Non-Personnel	497,253	509,158	470,628	-8%
Total Expenditures	3,492,087	3,291,272	3,298,294	-
Seized Assets/Reimbursements	347,872	-	-	-
Total Revenues	347,872	-	-	-
Net Tax Support	$3,144,215	$3,291,272	$3,298,294	-
Permanent FTEs	18.00	18.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	18.00	18.00	18.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

ORGANIZED CRIME SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clearance rate percentage (for Drug Enforcement/Vice Unit initiated/assigned cases only)	99%	95%	96%	92%	95%	95%
Number of cases successfully resolved (for Drug Enforcement/Vice Unit cases only)	298	189	282	232	260	260
Number of opioid related overdoses (fatal and non-fatal)	45	65	48	43	40	40
Number of opioid related incidents	122	132	146	110	122	120
Number of gang related incidents in the County	139	98	90	93	110	110

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cases per investigator (for Drug Enforcement/Vice Unit initiated/assigned cases only)	43	29	42	42	40	40
Number of cases initiated/assigned (gang cases only)	96	117	110	93	120	120
Number of cases that are initiated/assigned (Drug Enforcement/Vice Unit cases only)	301	200	293	251	275	275
Number of gang related intelligence reports completed (included social media analysis, search warrant returns, interviews, and surveillance operations)	359	245	313	413	350	350
Number of search warrants conducted in gang or graffiti related cases	31	23	38	29	40	40

- Intelligence reports are generated by the three assigned Gang Unit Detectives as the result of various investigative techniques (social media mining, interviews/debriefs, surveillance operations, informants, search warrant returns, etc.), that may be utilized in future investigations/prosecutions. The decrease seen in Intelligence Report completions during FY 2017 is attributed to preparing and entering historical Gang database records to the new Law Enforcement Records Management System (LERMS), that went on-line in November 2016. Intelligence report entries were suspended for an extended period to convert information from the existing Gang intelligence database to the new LERMS Gang module. Entering this information into LERMS makes it more accessible and more easily searchable.
- The OCS has been closely tracking Opioid related overdose incidents and possession violations occurring in Arlington in response to the systemic problem of opioid abuse throughout the region. A concerted effort by all drug enforcement investigators is being made to identify, arrest and bring to justice the suppliers of heroin and other opioids. In keeping with the national declared emergency on opioid abuse, Arlington's public safety, criminal justice, and health and human services agencies, as well as APS are working and communicating together to address the serious influence and deadly consequences these drugs are inflicting on the Arlington community.

- The Gang Unit is still realizing the impact from the staffing realignment in 2018 when an investigator and supervisor were eliminated from the unit. Additionally, it was well known through Gang Intelligence that MS-13 was instructed to be less active in 2018. While incidents may have decreased in Arlington County, unit members receive numerous requests from outside agencies seeking intelligence on individuals who have had police encounters within Arlington. The region is experiencing an uptick in gang related activity and recruitment which accounts for the increased estimation of cases initiated or assigned to the Gang Unit. These factors, coupled with the Gang Unit's enhanced intelligence protocols, will result in a significant increase in the number of gang related contacts. Improved efficiencies in case management, records processing, and data entry of Gang related investigations have been implemented by the OCS.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To ensure the efficiency and effectiveness of the Department operations through the administration and oversight of Patrol, Community Outreach, School Resource Officers, Tactical Operations, and Special Operations.

- Identify crime trends and allocate necessary resources to address them.
- Work with the restaurant and business community to educate staff and patrons regarding ongoing issues, encourage participation in the Arlington Restaurant Initiative accreditation program, and develop proactive prevention strategies for identified emerging crime trends.
- Evaluate traffic and accident data to direct and conduct traffic enforcement, participate in traffic safety campaigns, and conduct public education on ongoing traffic issues.
- Work with community stakeholders to enhance partnerships and promote transparency and trust.
- Monitor critical incident trends and tailor appropriate training for staff to enhance preparedness,

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are primarily due to adjustments associated with the departmental reorganization, partially offset by the transfer in of a 1.0 Administrative Technician II position from the Special Operations Section line of business ($89,402, 1.0 FTE), employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to contractual increases for the Department's car wash contract ($5,136), other contract increases ($64), and the transfer in of employee training budget as part of the department reorganization ($6,651).
- ↓ Fee revenues decrease due to decreases in Summer Camp revenue ($5,700).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel*	$707,717	$3,092,181	$3,015,854	-2%
Non-Personnel	307,768	208,888	220,739	6%
IntraCounty Charges	(1,504)	(10,000)	(10,000)	-
Total Expenditures	1,013,981	3,291,069	3,226,593	-2%
Fees	7,030	15,200	9,500	-38%
Total Revenues	7,030	15,200	9,500	-38%
Net Tax Support	$1,006,951	$3,275,869	$3,217,093	-2%
Permanent FTEs	2.00	1.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	1.00	2.00	

*All overtime pay and holiday premium pay associated with the Operations Division, with the exception of Operational Support, is budgeted within the Management and Administration Section of the Operations Division.

PATROL SECTION

PROGRAM MISSION

To establish and maintain peace and order in Arlington County through the coordination of officer patrols in various shifts on a 24 hours-a-day, seven days-a-week basis.

- Respond to calls for police service.
- Identify and resolve recurrent community problems.
- Conduct preliminary investigations of criminal offenses and motor vehicle accidents.
- Detect and arrest violators of criminal and motor vehicle laws.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases primarily due to the reorganization noted below, partially offset by the transfer in of 2.0 FTEs from the Community Resources: Outreach line of business as part of the departmental reorganization, an increase in shift differential pay ($60,000), employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- As part of a departmental reorganization, 37 recruit FTEs were transferred out to the Human Resources Management Section to more accurately report their position within the department prior to their graduation from the Police Academy ($3,529,807, 37 FTEs).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$24,906,690	$25,007,411	$22,386,212	-10%
Non-Personnel	2,135	-	-	-
Total Expenditures	24,908,825	25,007,411	22,386,212	-10%
Total Revenues	-	-	-	-
Net Tax Support	$24,908,825	$25,007,411	$22,386,212	-10%
Permanent FTEs	178.00	207.00	172.00	
Permanent Unfunded FTEs	10.00	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	188.00	207.00	172.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Constituent service calls (dispatched calls which do not result in a report being taken or an arrest being made) *	78,309	73,455	66,688	71,108	75,000	75,000
Response time for priority 1 calls (received from dispatch to arrival)	4:49	4:46	5:01	4:55	4:50	5:00
Total number of arrests (includes felony, misdemeanor, and DUI charges) *	5,623	6,151	5,300	5,102	5,350	5,350

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Daytime population	288,000	302,300	303,900	307,300	305,000	308,000
Number of calls for Patrol Service (total number of dispatched calls for service) **	87,013	80,834	75,890	81,891	86,000	86,000
Number of incident reports filed	11,962	11,572	12,000	11483	12,000	12,000
Number of accident reports filed	3,029	2,513	2,179	2,114	2,500	2,500
Number of moving violations (including warnings)	34,838	33,589	39,000	34,476	35,000	35,000
Number of adult arrests ***	4,372	4,799	3,405	4,812	4,500	4,500
Number of juvenile arrests ***	369	314	295	420	325	325
Number of DUI arrests	455	444	500	290	350	350
Number of misdemeanor charges ***	3,629	3,990	3,600	3,434	3,600	3,600
Number of felony charges***	1,539	1,717	1,400	1,378	1,400	1,400
Total Part I offenses	3,343	3,333	N/A	N/A	N/A	N/A
Total Part II offenses	6,413	6,757	N/A	N/A	N/A	N/A
Total Group A Arrests	8,908	8,287	7,677	7,313	7,300	7,300
Total Group B Arrests	3,544	2,582	2,668	2,418	2,500	2,500

- *Constituent calls for service that do not result in arrest or report only includes calls reported by citizens or other entities and do not include non-dispatched calls, such as Closed Events or Towing but may include administrative calls.
- **Number of calls for Patrol Service includes citizen and officer reported calls for service but does not include non-dispatched calls, such as Closed Events or Towing but may include administrative calls.
- ***Adult and juvenile arrests refer to the number of unique arrests and not the number of charges. Misdemeanor and felony charges refers to number of offenses charged. A person can be arrested on multiple charges but will only count as one adult or one juvenile arrest. The total number of charges will be reflected in the DUI, misdemeanor, and felony charges categories.
- Daytime population estimates were obtained from the Department of Community Planning Housing and Development (CPHD). In order to provide the most accurate information, all other estimates were calculated using linear regression.

- Offense actuals may be modified due to case reclassifications which can occur once offenses are investigated by detectives in the Criminal Investigations Division.
- Part I offense subset includes murder, rape, aggravated assault, breaking and entering, robberies, larcenies, and motor vehicle theft.
- Part II offenses include non-aggravated assault, arson, forgery, and counterfeiting, fraud, embezzlement, stolen property, weapons offenses, prostitution, sex offenses, drug abuse violations (sale/manufacturing and possession), gambling, and other minor offenses.
- In 2018, the Arlington County Police Department began reporting all crime using the Federal Bureau of Investigation's National Incident-Based Reporting System (NIBRS). Under this system, crimes are broken down into Group A and Group B offenses. Previously crime was reported in accordance with the Uniform Crime Report (UCR) where offenses were grouped into Part I and Part II. The change was made in order to remain consistent with Virginia State Police reporting requirements and is intended to improve the overall quality of crime data collected by law enforcement agencies across the nation. NIBRS provides greater specificity in reporting offenses, collects more detailed information, gives more context to specific crime problems and provides greater analytic flexibility. All agencies will transition to NIBRS-based reporting by 2021.

OPERATIONAL SUPPORT

PROGRAM MISSION

To maintain and establish peace and order in Arlington County by providing effective administration and specialized support services to the Office of Emergency Management and Department of Human Services while working with the business community to promote programs such as the Arlington Restaurant Initiative (ARI) and the Business Outreach Unit (BOU).

- Provide and manage the necessary resources to establish and maintain peace and order in Arlington while sharing information and ideas to reduce workplace violence.
- Provide support and assistance to the Office of Emergency Management by collaborating on tabletop and field exercises, planning for special events and staffing the Emergency Operations Center (EOC).
- Coordinate with the Department of Human Services in an effort to work towards a co-responder model of care for the mentally ill.
- Assist with enforcement activities and missions critical to the reduction of criminal activity.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of an Administrative Specialist position to assist with the Department's Business Outreach Unit ($87,230, 1.0 FTE), the transfer in of 5.0 FTEs as part of the department reorganization, employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections, and the personnel changes below.
- ↑ Non-personnel increases due to the addition of one-time funding for training and operating supplies in the Business Outreach Unit ($110,000) and the reallocation of operating supplies as part of the department reorganization ($2,000).
- Prior to FY 2021, the Operational Support line of business only contained School Resource Officers. Beginning in FY 2021, the School Resource Officer budget and FTE count has been moved to the new Community Resources: School Resource Officer line of business. The Operational Support budget and FTE count now reflects the resources dedicated to Operational Support through a resource reallocation from other lines of business.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$1,125,591	-
Non-Personnel	-	-	112,000	-
Total Expenditures	-	-	1,237,591	-
	-	-		
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	-	-	$1,237,591	-
Permanent FTEs	-	-	6.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	6.00	

COMMUNITY RESOURCES: SCHOOL RESOURCE OFFICERS UNIT

This is a new line of business narrative for FY 2021 as part of the departmental reorganization.

PROGRAM MISSION

To ensure a safe and secure learning environment, provide valuable resources to school staff members, develop strategies to resolve problems that affect our youth with the goal of protecting all children through building positive relationships between the school, students/families and the law enforcement community.

- Increase campus safety by providing physical security, traffic control, education, and prevention measures.
- Work with Arlington Public Schools (APS) to provide instruction to decrease the incidence of substance abuse by juveniles in the community.
- Attend meetings with students, APS staff, parents, and community partners to further safety and education initiatives.
- Conduct Summer Safety Patrol Camps during the summer recess.
- Investigate crimes with a nexus to the schools, occur on school property, or runaway juvenile cases during the school year.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$2,541,621	$2,658,791	$2,868,027	8%
Non-Personnel	21,287	-	-	-
Total Expenditures	2,562,908	2,658,791	2,868,027	8%
Total Revenues	-	-	-	-
Net Tax Support	$2,562,908	$2,658,791	$2,868,027	8%
Permanent FTEs	22.00	18.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	22.00	18.00	18.00	

COMMUNITY RESOURCES: OUTREACH

PROGRAM MISSION

To build collaborative partnerships with the community, address quality of life issues and recurring incidents and trends within its geographic area and serve as a conduit for information sharing between the Police Department and the public.

- Coordinate and meet with various civic associations, business associations, and faith-based organizations to share current crime trends, provide safety/security tips, and engage in activities fostering trust with the law enforcement community.
- Address quality of life issues such as noise complaints, vandalism, and traffic issues.
- Establish collaborative relationships with various stakeholders to advance initiatives that have an impact on the respective community.
- Assist the Criminal Investigations Division by providing additional resources for search warrants, neighborhood canvasses, and surveillance.
- Conduct yearly initiatives such as Back to School and Holiday "Fill the Cruiser" events that provide school supplies and gifts to those in need.
- Attend various meetings to share crime statistics, as requested at various community events, and to further significant criminal investigations.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of 15.0 FTEs to other lines of business within the Operations Division as part of the departmental reorganization, partially offset by employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to the transfer out of operating supplies budget as part of the departmental reorganization ($2,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$3,525,665	$3,885,866	$1,312,659	-66%
Non-Personnel	9,177	6,000	4,000	-33%
Total Expenditures	3,534,842	3,891,866	1,316,659	-66%
Total Revenues	-	-	-	-
Net Tax Support	$3,534,842	$3,891,866	$1,316,659	-66%
Permanent FTEs	20.00	24.00	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	24.00	9.00	

COMMUNITY RESOURCES: OUTREACH

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Estimate	FY 2021 Estimate
Number of community events/meetings attended by district officers	383	730	414	439	500	400
Number of GRAMS for the Police Department (excluding towing issues and internal inquiries)	32	30	16	0	5	15

- As a result of the restructuring that occurred throughout the police department in calendar year 2018, the various Outreach Teams were consolidated into one team for the entire county. The requests for the Community Outreach team to attend meetings is projected to decrease in FY 2021 because the Community Outreach model has changed.
- The Government Response and Memorandum System (GRAMS) is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. The Outreach Teams work as liaisons to address many issues that are brought to the attention of the County Board and County Manager.

SPECIAL OPERATIONS SECTION

PROGRAM MISSION

To maintain peace and order in Arlington County and the surrounding jurisdictions through the efficient management and administration of significant special events, specialized services, and law enforcement programs.

- Respond to and coordinate calls for significant events and special details.
- Ensure compliance with County motor vehicle and parking ordinances.
- Ensure the safety of children at designated school crossing areas.
- Manage the Photo Red Light Enforcement Program.
- Manage special events requiring police staffing.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of five Traffic Control Officer positions ($375,000, 5.0 FTEs) and a Traffic Control Supervisor position ($78,992, 1.0 FTE) to augment current staffing resources in response to increased traffic management demands, employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. These increases are partially offset by the transfer out of 3.0 FTEs as part of the departmental reorganization.
- ↑ Non-personnel increases due to the addition of one-time expenses associated with the addition of six traffic control positions ($104,012), partially offset by the transfer out of contractual services and operating supplies budget to the Tactical Operations line of business as part of the departmental reorganization ($45,000).
- ↑ Revenue increases due to a projected increase in Photo Red Light fines based on current trends ($100,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,417,213	$5,682,733	$6,016,334	6%
Non-Personnel	885,293	919,928	978,940	6%
Total Expenditures	6,302,506	6,602,661	6,995,274	6%
Fees	723,142	500,000	600,000	20%
Total Revenues	723,142	500,000	600,000	20%
Net Tax Support	$5,579,364	$6,102,661	$6,395,274	5%
Permanent FTEs	60.00	61.00	64.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	60.00	61.00	64.00	

SPECIAL OPERATIONS SECTION

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of escorts/dignitary protections provided	246	195	182	182	230	230
Number of special events staffed by Police employees	104	101	112	110	110	110

- The Department anticipates an increase in dignitary escorts due to the President coming to the Pentagon more frequently in CY 2020, as well as foreign dignitaries staying in local hotels to visit the President.
- The number of special events staffed by Police employees is not a comprehensive count of all special events held within the County. The Police Department does not necessarily assign staff to events with low attendance levels and those held at fixed locations that are off County roadways.

TACTICAL OPERATIONS SECTION

This is a new line of business narrative for FY 2021 as part of the departmental reorganization.

PROGRAM MISSION

To provide highly technical assets (personnel and resources) to address situations requiring specific technical responses.

- Provide Arlington County with a team of trained personnel capable of utilizing specialized weapons and tactics to resolve high threat incidents while mitigating loss of life, injury, and property damage.
- Contain and resolve active high-risk criminal incidents involving barricaded persons, hostages, snipers, active violence incidents, counter terrorism activities, or ambushes.
- Assist with the pre-planned servicing of high-risk arrest and search warrants, special event protection, dignitary protection, and coverage for undercover and plain clothes operations.
- Enhance law enforcement activities through the use of police canines, including tracking, detection, building and structure searches, suspect apprehension, and evidence recovery.
- Manage incidents of civil turmoil in order to restore peace, while protecting the constitutional rights of everyone and maintaining the safety of the community.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of 8.0 FTEs from the Community Resources: Outreach line of business, employee salary increases, an increase in entry pay and maximum pay, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to the transfer in of contractual services and operating supplies budget from the Special Operations Section as part of the departmental reorganization ($45,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019* Actual	FY 2020* Revised	FY 2021 Proposed	% Change '20 to '21
Personnel	$167,001	-	$1,418,375	-
Non-Personnel	13,942	$13,280	58,280	339%
Total Expenditures	180,943	13,280	1,476,655	339%
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$180,943	$13,280	$1,476,655	-
Permanent FTEs	-	-	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	8.00	

*FY 2019 actuals and FY 2020 revised reflect expenditures and budget for SWAT only. Prior to FY 2021, the K9 unit's expenditures and budget were reported under the Community Resources line of business.

HOMELAND SECURITY

PROGRAM MISSION

To coordinate all Counter Terrorism and Homeland Security initiatives within the Police Department as well as work towards preventing, detecting, and deterring terroristic acts that threaten the citizens of Arlington County.

- Work closely with Divisions within the Police Department to implement a comprehensive terrorism prevention strategy.
- Work cooperatively and collaboratively with state, local, and federal agencies in maintaining partnerships.
- Coordinate the Departments intelligence gathering activities through social media.
- Work with private businesses to coordinate and enhance their security camera program with the Police Department.

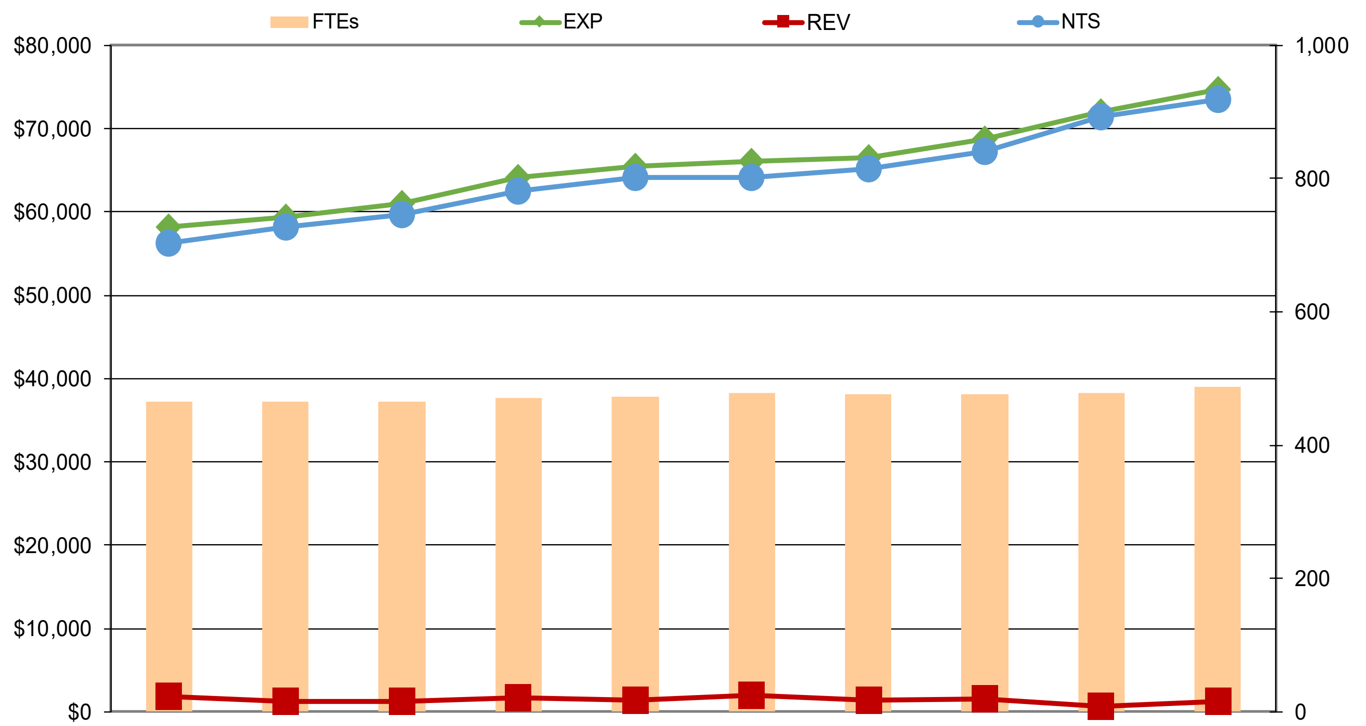
SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of 1.0 FTE as part of the department reorganization, employee salary increases, an increase in entry pay and maximum pay, an increase in the County’s cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change ‘20 to ‘21
Personnel	$1,075,167	$1,003,184	$1,179,454	18%
Non-Personnel	744	-	-	-
Total Expenditures	1,075,911	1,003,184	$1,179,454	18%
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$1,075,911	$1,003,184	$1,179,454	18%
Permanent FTEs	5.00	7.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.00	7.00	8.00	

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$58,157	$59,296	$60,965	$64,188	$65,439	$66,041	$66,526	$68,704	$72,068	$74,670
REV	$1,866	$1,182	$1,248	$1,696	$1,369	$1,939	$1,422	$1,524	$694	$1,178
NTS	$56,291	$58,114	$59,717	$62,492	$64,070	$64,102	$65,104	$67,180	$71,374	$73,492
FTEs	466.00	466.00	466.00	470.00	472.00	478.00	476.00	477.00	479.00	487.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board increased authorized over-strength positions from five to ten and provided one-time funding for 50 percent of the cost of the positions ($354,645).	
	▪ The County Board approved funding for the continuation of two positions previously funded with grant funds: the Grants to Encourage Arrest Policies and Enforcement of Protective Orders (GEAP) program ($67,718, 1.0 FTE) and the Gang Task Force grant (115,339).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Increased funding for critical maintenance services of public safety information technology systems ($307,946), annual maintenance and replacement of County vehicles ($213,989), and normal contractual increases ($2,039), partially offset by adjustments to fuel ($150,000), contract expenses for the Photo Red Light Enforcement Program ($184,800), and the deduction of one-time funding added in FY 2011 for operating supplies related to the parking ticket fee increase ($20,000).	
	▪ Decreased revenues in Photo Red Light Enforcement Program to reflect current number of intersections monitored ($369,600), other miscellaneous fees ($4,000), grant revenue due to the loss of the Gang Task Force grant ($108,025), and elimination of prisoner travel expense reimbursements ($1,000), which are now credited to travel expense.	
	▪ Increased revenues in taxicab licenses ($25,000) and concealed weapons ($900).	
FY 2013	▪ The County Board added funding for enhanced weekend and holiday staffing for the entertainment districts ($60,000).	
	▪ The County Board approved two additional holidays for FY 2013 ($107,500).	
	▪ One-time funding included for overstrengths ($339,170 in personnel, $40,830 in non-personnel).	
	▪ One position was added for the Photo Red Light program ($66,794).	1.0
	▪ A grant funded position was eliminated.	(1.0)
	▪ Increased funding for vehicle fuel ($106,500).	
	▪ Increased funding for maintenance services of public safety information technology (IT) systems ($26,625) and Public Safety Network ($65,000).	
	▪ Added equipment funding for new recruits ($40,830).	
	▪ Increased contract funding for Photo Red Light for eight additional cameras ($371,308).	
	▪ Reduced the annual expense for the maintenance and replacement of County vehicles ($94,902).	
	▪ Revenue increased for higher projections for the Photo Red Light Enforcement Program based on the current number of intersections monitored and prior year actual revenues ($125,000), and additional Photo Red Light revenues for eight new cameras ($558,688).	

Fiscal Year	Description	FTEs
	▪ Taxicab license revenue increased based on prior year actuals ($20,000).	
FY 2014	▪ Revenue from impound vehicles storage fees increased ($10,000).	
	▪ Removed one-time funding for overstrength positions ($339,170) and recruit equipment ($40,830).	
	▪ Added funding for pay reclassifications for public safety positions ($1,032,677).	
	▪ Reduced the annual expense for the maintenance and replacement of County vehicles ($5,947).	
	▪ Added funding for maintenance of public safety information technology systems ($48,416).	
	▪ Increased Intra-county charges reflecting an administrative fee to cover costs associated with staffing special events ($10,000).	
	▪ Increased hourly rate from $50 to $60 per hour charged for sworn staff working special events ($100,000).	
FY 2015	▪ The County Board added one-time funding for additional overtime to address the costs associated with pub crawl events ($42,000).	
	▪ The County Board added one-time funding to continue participation in the Regional Gang Task Force ($25,000).	
	▪ Added funding for three Police Officer positions ($373,789) for the implementation of a Community Oriented Policing Services (COPS) Grant.	3.0
	▪ Transferred a Public Safety Technology Manager ($171,805) from the Department of Technology Services to the Police Department.	1.0
	▪ Added one-time funding for non-personnel expenses related to the COPS grant ($113,156).	
	▪ Increased fees for accident reports, background checks, and police report verifications ($31,920).	
	▪ Grant revenue increased due to the receipt of a COPS Grant ($245,669).	
FY 2016	▪ The County Board reduced the personnel budget to adjust for expected vacancies ($189,619).	
	▪ Transferred 2.0 FTEs from the Fire Department for the consolidation of public safety information technology ($248,473).	2.0
	▪ Added one-time funding for additional overtime for the Rosslyn Pedestrian Safety Initiative during peak traffic congestion period ($176,400).	
	▪ Fee revenue increased due to an increased concealed weapons revenue ($18,000), partially offset by reductions in storage/boot fees ($10,000) and taxicab license revenue ($5,000) based on prior year actuals.	
	▪ Grant revenue decreased due to adjustments to the Community Oriented Policing Services (COPS) grant ($60,795).	

Fiscal Year	Description	FTEs
	▪ Included ongoing funding for continued participation in the regional gang task force ($25,000) and additional overtime to provide staffing in the Clarendon business district ($113,378), both of which had been funded in prior fiscal years by the County Board with one-time funds.	
FY 2017	▪ Added funding for the addition of six patrol officers ($491,500) to provide support to the Operations Division in order to help maintain minimum staffing levels to ease call-back overtime and mandatory hold-overs so Police can carry out day-to-day core Police services. ▪ Added one-time funds for wearing apparel and equipment for the new patrol officers ($124,722, one-time). ▪ Added funds for contractual increases in the parking ticket system ($149,000) and transportation by others ($23,384). ▪ Transferred funds for Public Safety Information Technology (PSIT) activities from the Office of Emergency Management, Fire Department, and the Sheriff's Department ($38,453). ▪ Decreased funds for adjustments to the annual expense for maintenance and replacement of County vehicles ($125,038). ▪ Revenue increases in false alarm fines ($15,000), solicitor permit revenue ($3,500), and taxicab license revenue ($5,000). ▪ Revenue decreased due to a reduction in the Community Oriented Policing Sources Grant (COPS) ($161,783) and a decrease in the impound vehicle storage fee revenue ($10,000).	6.0
FY 2018	▪ Added funding for the reclassification of three vacant Public Service Aide positions to free up uniform resources for additional patrol support ($40,544). ▪ Transferred funds to the Office of Emergency Management and the Fire Department for their portions of the Records Management System/Computer Aided Dispatch Costs (291,485). ▪ Removed one-time funding for wearing apparel and equipment for the officers hired in FY 2017 ($124,032). ▪ Decreased fuel charges ($274,145). ▪ Added funds for the new Criminal Justice Records Management System for Police and Sheriff ($163,365). ▪ Added funds for contractual increases ($60,343). ▪ Added funds for the adjustment to the annual expense for maintenance and replacement of County vehicles ($152,140). ▪ Added funds for training and armory associated with the opening of the new firing range, which is partially funded by the reallocation of Peumansend Creek Regional Jail closure savings ($148,700). ▪ Decreased grant revenue due to the conclusion of the Community Oriented Policing Sources (COPS) Grant ($15,907). ▪ Increased patrol camp fees from $65 to $95 ($10,400) and increased	

Fiscal Year	Description	FTEs
	various charges associated with hand license fees ($4,800).	
	▪ *During FY 2017 closeout, the County Board took action to transfer a position from the Department of Public Safety Communications and Emergency Management to the Police Department to support the Public Safety Information Technology program ($96,356).*	*1.0*
FY 2019	▪ The County Board froze 10.0 Police Officer I positions ($890,000) and added an additional $442,000 to fund an additional 1.25 percent market pay adjustment for sworn uniformed employees in the Police Officer, Corporal, and Sergeant job classes above the Manager's proposed increase of 6.0 percent, for a total increase of 7.25 percent.	
	▪ Entry pay for the Police Officer job class increases from $52,936 to $54,933, or 3.75 percent.	
	▪ Eliminated two vacant Public Service Aides that help with school crossing and special events, when needed, and other duties as assigned.	(2.0)
	▪ Transferred a Senior Public Safety Technology Specialist ($131,147) from the Department of Public Safety Communications and Emergency Management as part of the Public Safety Information Technology personnel re-organization.	1.0
	▪ Non-personnel increased due to contractual increases for Tasers ($132,178), partially offset by decreases to the adjustment and consolidation of maintenance and replacement expenses for Police vehicles ($47,792).	
	▪ Revenue decreased due to in the conclusion of the Community Oriented Policing Sources (COPS) Grant ($7,184).	
FY 2020	▪ Retained a filled Administrative Technician II position with one-time funds ($87,928, 1.0 FTE).	(1.0)
	▪ Added one Sergeant and two Police Corporal positions ($396,214) to serve as School Resource Officers to staff the additional schools coming online in FY 2020.	3.0
	▪ Funded ten Police Officer positions that were frozen in FY 2019 ($951,957).	
	▪ Funded a second year of public safety pay enhancements ($530,000).	
	▪ Added funds to staff the Clarendon Detail ($168,000).	
	▪ Added funds for the Rosslyn Pedestrian Safety Initiative funded by the Rosslyn BID ($89,920).	
	▪ Increased funding for vehicles and equipment associated with adding three sworn positions to the department ($180,000 one-time; $92,646 on-going), one-time funding for recruitment efforts ($200,000), contractual cost increases ($231,607), and adjustments to the annual expense for maintenance and replacement of County vehicles ($11,454).	
	▪ Decreased Photo Red Light camera revenue ($250,000), false alarm fines ($80,000), decreased taxicab licensing fee revenue ($27,000) and background checks ($6,000).	

FIRE DEPARTMENT
David Povlitz, Chief
2100 CLARENDON BLVD., SUITE 400, ARLINGTON, VA 22201
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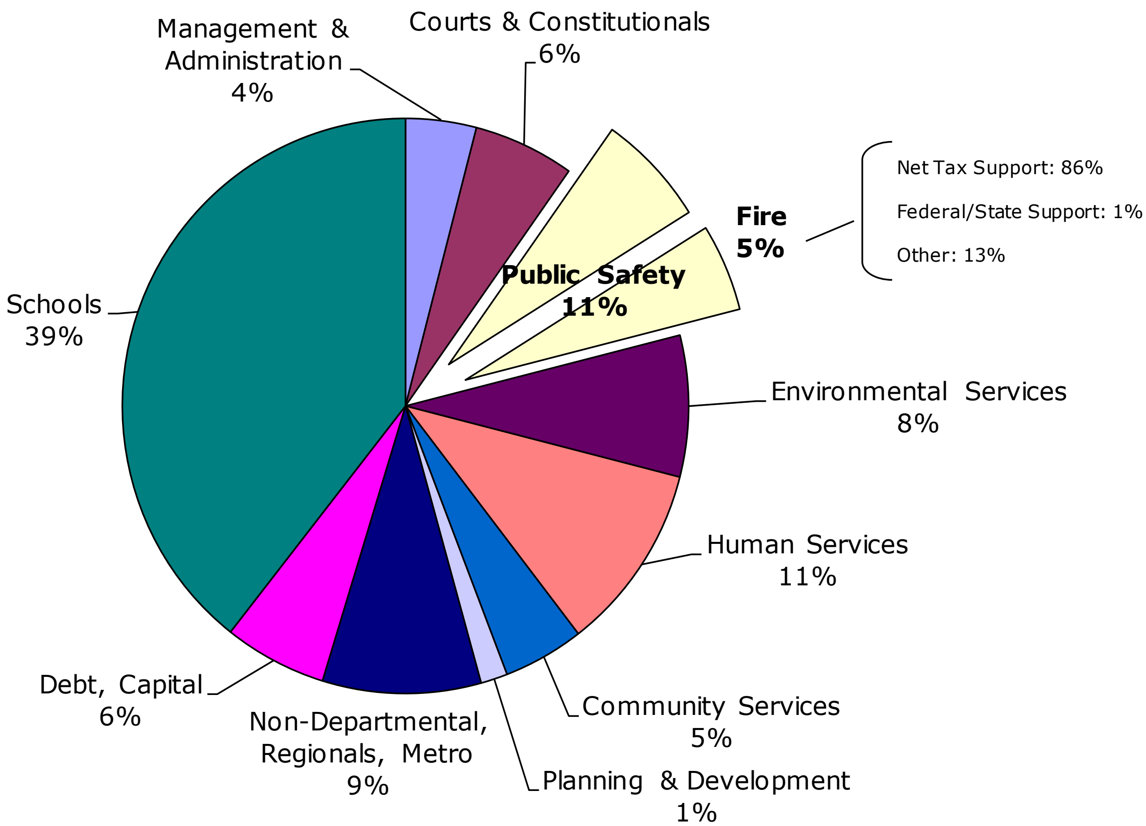
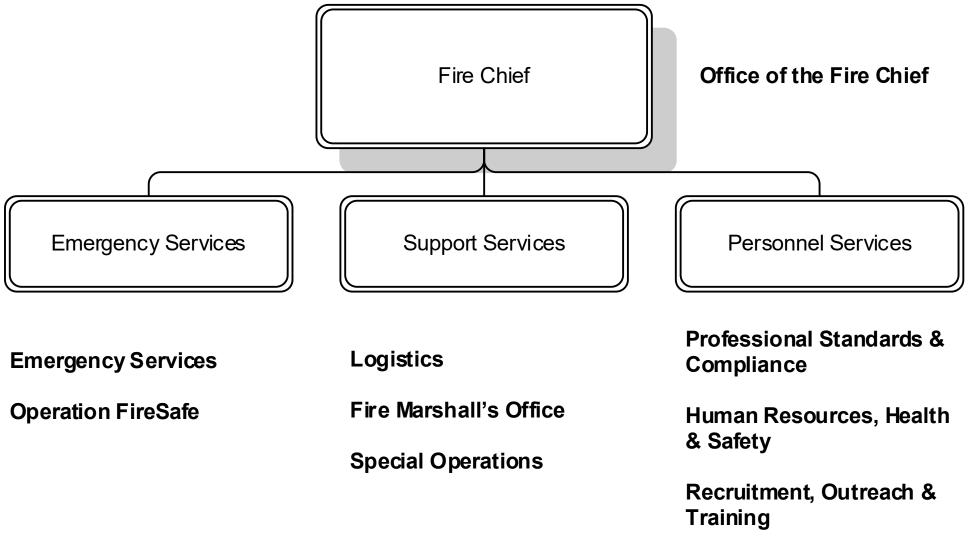
Our Mission: We serve the community with compassion, integrity, and commitment through prevention, education, and a professional response to all hazards.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Fire Department is $68,544,157, a six percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase to entry pay and maximum pay for uniform positions, the addition of a human resources administrative specialist position ($111,836, 1.0 FTE), an increase in premium pay for medic positions ($150,000), an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. In addition, nine Firefighter/EMT I positions will be added to continue staffing for the implementation of a Kelly Day schedule (9.0 FTEs), and the addition of a second recruit school to accommodate a recruit class of 25 funded with one-time funds ($1,141,271, one-time).
- ↑ Non-personnel increases primarily due to increases in the Fire Programs Grant ($24,533) and the Four for Life Emergency Medical Services Grant ($9,020), adjustments to the annual expense for the maintenance and replacement of County vehicles ($78,261), contractual increases ($15,066) and one-time increases associated with the addition of a second recruit class for recruit physicals, background checks, and psychological exams ($89,836 one-time), and the one-time purchase of personal protective equipment and operating supplies ($281,198 one-time).
- ↑ Fee revenues increase due to increased Falls Church reimbursements ($313,394), ambulance billing treasurer collections ($50,000), and Fire Marshall fee revenue ($15,000), partially offset by a decrease in special events revenue ($5,000).
- ↑ Grant revenue increases due to the increase in revenue from the Fire Programs Grant ($24,533) and the Four for Life Emergency Medical Services Grant ($9,020).
- ▪ The FY 2021 proposed budget reflects a strategic resource reorganization to better align with the Fire Department's initiatives. The FY 2019 and FY 2020 numbers within each line of business that is affected by the reorganization are shown as revised to detail the organizational changes that occurred within the Department.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$55,281,784	$57,077,924	$60,175,324	5%
Non-Personnel	7,539,984	7,870,919	8,368,833	6%
Total Expenditures	62,821,768	64,948,843	68,544,157	6%
Fees	8,498,094	8,178,256	8,551,650	5%
Grants	1,084,377	847,665	881,218	4%
Total Revenues	9,582,471	9,025,921	9,432,868	5%
Net Tax Support	$53,239,297	$55,922,922	$59,111,289	6%
Permanent FTEs	340.00	349.00	359.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	340.00	349.00	359.00	

OFFICE OF THE FIRE CHIEF

PROGRAM MISSION

To support the overall mission of the Department by providing executive leadership, guidance, and coordination. This mission is accomplished by assuring that plans, directives, and Departmental vision are in alignment with the County's vision statement.

Provides support for all programs concerning expenditures and revenues of the Department, including developing, implementing, monitoring, and managing the Department's annual financial plan, and managing the ambulance billing and fee collection services.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of three positions from Support Services due to a Department re-organization ($250,004, 3.0 FTEs), employee salary increases, an increase in entry pay and maximum pay for uniform positions, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the transfer in of non-personnel funding as part of a Department re-organization ($500).
- ↑ Fee revenue increases due to an increase in ambulance billing treasurer collections ($50,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,564,093	$2,009,277	$2,328,331	16%
Non-Personnel	57,059	3,600	4,100	14%
Total Expenditures	1,621,152	2,012,877	2,332,431	16%
Fees	202,833	150,000	200,000	33%
Total Revenues	202,833	150,000	200,000	33%
Net Tax Support	$1,418,319	$1,862,877	$2,132,431	14%
Permanent FTEs	8.00	9.00	12.00	
Temporary FTEs	-	-	-	
Authorized FTEs	8.00	9.00	12.00	

EMERGENCY SERVICES PROGRAM

PROGRAM MISSION

To reduce or eliminate threats to life, property, and the environment through effective emergency and non-emergency response to requests for service.

Emergency Services

- Emergency Services personnel are trained and certified to respond to fire and emergency medical incidents, hazardous materials incidents, and specialized rescue situations (Technical Rescue).
- Approximately 30 percent of Emergency Services personnel are trained in Advanced Life Support (paramedic) to provide comprehensive pre-hospital care. The program continues training efforts to increase the number of Advanced Life Support providers in order to staff paramedic engine companies, improve the management skills of fire department officers, and continue the focus on preparing emergency responders for dealing with catastrophic incidents and acts of terrorism.

Operation FireSafe

- The Department has a goal of a working smoke detector on each floor of every residence. Through Operation FireSafe, Operations personnel provide home safety checks and install smoke and carbon monoxide detectors upon request, work with apartment managers to ensure working smoke detectors exist in rental units and develop pre-plans for responses to various buildings.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of 16 positions to Support Services (8.0 FTEs) and Personnel Services (8.0 FTEs) due to a Department re-organization ($2,688,000, 16.0 FTEs). These decreases are partially offset by employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in premium pay for medic positions ($150,000), an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections. In addition, nine Firefighter/EMT I positions will be added to continue staffing for the implementation of a Kelly Day schedule (9.0 FTEs) and the addition of a second recruit school to accommodate a recruit class of 25 funded with one-time funds ($1,141,271, one-time).

↓ Non-personnel decreases due to a reallocation of non-personnel funds as part of a Departmental re-organization ($87,583). These decreases are partially offset by contractual increases ($13,081) and grant related increases for the Virginia Fire Programs Grant ($24,533) and the Four for Life Emergency Medical Services Grant ($9,020).

↑ Fee revenues increase due to higher projections in the Falls Church reimbursements based on four additional FTE's at Station six in preparation for the Kelly Day implementation ($313,394), partially offset by lower Special Event fees based on FY 2018 and FY 2019 actuals ($5,000).

↑ Grant revenues increase due to the increase in projected revenue for the Virginia Fire Programs Grant ($24,533) and the Four-for-Life Emergency Medical Services grant ($9,020).

EMERGENCY SERVICES PROGRAM

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$50,292,102	$51,880,937	$51,265,411	-1%
Non-Personnel	492,878	967,158	926,209	-4%
Total Expenditures	50,784,980	52,848,095	52,191,620	-1%
Fees	3,332,055	2,803,556	3,111,950	11%
Grants	1,080,784	847,665	881,218	4%
Total Revenues	4,412,839	3,651,221	3,993,168	9%
Net Tax Support	$46,372,141	$49,196,874	$48,198,452	-2%
Permanent FTEs	305.00	314.00	307.00	
Temporary FTEs	-	-	-	
Authorized FTEs	305.00	314.00	307.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average response time for all incidents (in minutes)	4.4	4.1	4.2	4.5	4.4	4.4
Average response time for Fire incidents (in minutes)	4.3	4.2	4.4	3.8	4.2	4.2
Average response time for EMS incidents (in minutes)	4.5	4.1	4.2	4.4	4.2	4.2
Average response time for Public Service (non-emergency) incidents (in minutes)	4.6	4.2	4.7	5.1	4.9	4.9
Average response time for on-scene to patient side (in minutes)	2.7	2.9	3.0	3.1	3.0	3.0
Percentage of emergency incidents reached within four minutes of dispatch	58%	61%	58%	60%	60%	60%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Fire incident responses	6,608	6,842	7,107	6,929	6,600	6,600
Hazardous materials responses	819	919	989	992	950	950
Public service non-emergency responses	1,672	1,798	1,826	1,760	1,770	1,770
Emergency Medical Services (EMS) incident responses	15,441	15,158	14,590	15,168	15,500	15,500
Bomb Squad responses	10	5	9	14	10	10
Technical Rescue Team responses	21	12	19	26	19	19
Swiftwater responses	2	1	6	13	15	15
Total Arlington units responding to all incidents	61,654	55,159	63,185	60,851	63,000	63,000

EMERGENCY SERVICES PROGRAM

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of smoke detectors installed	655	591	591	195	150	100

- The four-minute response time estimate consists of one minute from time of dispatch to get underway and three minutes driving time to arrive on scene for all calls. The average response time increased for FY 2019 due to increased traffic and vertical response (high rises, etc.). Based on this current trend, the FY 2020 and FY 2021 response time estimates have been increased.
- Special Operations (Hazardous Materials, Bomb Squad, Technical Rescue, and Swiftwater Rescue) responses increased for FY 2019. However, due to the nature of Fire and EMS response, it is not possible to truly pinpoint any one reason why these incidents are increasing or decreasing from year to year. However, it is theorized that the large jump in Swiftwater responses is due to regional fire and law enforcement agencies becoming aware of the team's capabilities and resources since the team's inception in 2016. In addition, new water rescue call types have been added to the County's 911 dispatch center. It is assumed that this trend will continue to increase. Based on the current trend, the FY 2020 and FY 2021 estimates have been increased.
- The number of smoke detectors installed is part of Operation Firesafe, when on-duty Arlington County firefighters in uniform canvas neighborhoods on Saturdays, offering smoke alarm inspections, new batteries and even brand-new devices when needed. The program began in FY 2015 and has covered the majority of the county. The program will continue to spot areas of the county as needed and will start full canvassing again in a few years and continue the program as part of the Emergency Services Division's duties.

SUPPORT SERVICES PROGRAM

PROGRAM MISSION

To support the overall mission of the Fire Department so that principal emergency response, life safety, and fire protection functions can be provided in a timely, efficient, and effective manner.

Logistics

- Manages the Department's facilities, coordinating with the Department of Environmental Services for all needed repairs and major facility related projects.
- Manages the telephone and data networks for the Department and acts as the Departmental telephone and data coordinator for the Department of Technology Services.
- Provides the necessary products and support for communications and decision making within the Department; manages all Departmental records and reports; develops reports, patterns and profiles in order for senior management to make critical and time-sensitive decisions.
- Procures and distributes all firefighter personal protective equipment (turnout gear, helmets, uniforms, etc.), and emergency medical supplies for all uniformed members and volunteer personnel.
- Manages the Department's fleet of vehicles and works with the Department of Environmental Services (DES) Equipment Bureau in the specification and procurement process for all Departmental vehicles.
- Procures and maintains all small tools and equipment needed by the Department, including repair and maintenance of all Self-Contained Breathing Apparatus (SCBA) used by personnel.

Special Operations

- Works to reduce threats to life, property and the environment through mitigation, response, and recovery through technical rescue, swift water rescue, hazardous material response, high-threat response, and bomb/explosive response.

Fire Marshall's Office

- Code Enforcement: Enforces the Fire Prevention Code and enforces requirements in the County code in order to ensure public building safety. These functions are accomplished through comprehensive Fire Prevention Code inspections and ongoing training in the community.
- Investigations: Investigates the causes of fires, explosions and environmental crimes, and renders safe all identified hazardous devices. Investigations are conducted to determine the origin and cause of fires or explosions and determine the circumstances or persons responsible for spills, leaks, and/or cleanup of environmental incidents.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases primarily due to the transfer in of 8 positions from the Emergency Services line of business as part of the Department re-organization ($1,762,347, 8.0 FTEs), employee salary increases, an increase to entry pay and maximum pay for uniform positions, an increase in the County's cost for employee health insurance, and increases in retirement contributions based on current actuarial projections. These increases are partially offset by the transfer out of three positions to the Office of the Fire Chief as part of the Department re-organization ($250,004, 3 FTEs).

↓ Non-personnel decreases primarily due to the reallocation of non-personnel funds as part of a Departmental re-organization ($135,987), partially offset by adjustments to the annual expense for the maintenance and replacement of County vehicles ($78,261), one-time funding for operating supplies associated with the one-time second recruit class addition (25,756, one-time), and contractual increases ($1,985).

SUPPORT SERVICES PROGRAM

- ↑ Fee revenues increase due to increased use permit fees ($1,000), an increase in Child Care permit revenue ($4,000), and hazardous waste materials fees ($10,000).
- As part of the departmental reorganization, the previous Fire Prevention line of business in no longer being used and all resources were transferred into the new Support Services Program. The FY 2020 Revised Budget and the FY 2019 Revised Actual numbers reflect this organizational change.

PROGRAM FINANCIAL SUMMARY

	FY 2019 *Revised Actual	FY 2020 *Revised	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,425,589	$3,187,710	$4,919,492	54%
Non-Personnel	6,990,047	6,900,161	6,870,176	-
Total Expenditures	10,415,636	10,087,871	11,789,668	17%
Fees	4,963,205	5,224,700	5,239,700	-
Grants	3,594	-	-	-
Total Revenues	4,966,799	5,224,700	5,239,700	-
Net Tax Support	$5,448,837	$4,863,171	$6,549,968	35%
Permanent FTEs	27.00	26.00	31.00	
Temporary FTEs	-	-	-	
Authorized FTEs	27.00	26.00	31.00	

*The FY 2019 and FY 2020 Revised numbers include the Fire Prevention line of business which has now been absorbed by Support Services.

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Department facilities passing safety inspection	100%	100%	100%	100%	100%	100%
Total number of EMS Calls	15,441	15,158	14,590	15,168	15,000	15,000
Total number of transports	9,538	8,921	8,319	8,746	9,000	9,000
Total number of diversions	5,903	6,237	6,271	6,422	6,500	6,500
Number of fire deaths	1	2	0	0	0	0
Number of large loss fires (greater than $50,000)	11	11	23	21	10	10
Environmental crimes investigated	18	3	4	3	4	4
Estimated non-vehicle fire loss (in millions)	$3.1	$2.9	$4.2	$3.7	$4.0	$4.0
Fires investigated	108	228	243	260	250	250
Violations cited	3,864	4,109	3,528	3,174	3,500	3,500

SUPPORT SERVICES PROGRAM

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Capital projects underway	2	2	2	2	4	1
Number of grants accepted/received	2	2	2	2	2	2
Fire Prevention Code permits issued	1,058	1,327	1,442	1,263	1,450	1,450
Inspections conducted	2,711	3,283	3,396	3,159	3,400	3,400
Percentage of fire protection systems tested and inspected	81%	82%	83%	84%	84%	84%

- The performance measures have been updated for FY 2021 as part of the department reorganization to reflect measures that were previously listed in the Fire Prevention line of business.
- Total number of EMS Calls has been declining over the years. Due to the nature of Fire and EMS response, it is not possible to pinpoint any one reason why these incidents are increasing or decreasing from year to year. FY 2020 and FY 2021 estimates have been maintained based on current trends.
- The total number of diversions includes signed waivers of service by callers, who refused service by Arlington County EMS personnel.
- The decrease in estimated non-vehicle fire loss is due to the decrease in fires involving property of a greater value, such as commercial properties, where extensive water damage can occur due to stacked construction. While there was an increase in fires investigated, there was a decrease in commercial property involvement.
- Violations cited is a reflection of the inspection process working as designed. The decrease for FY 2019 was due to fewer new properties entering the program. More violations are found in “first visit” buildings, which typically decline as the routine inspection cycle progresses.
- The Inspection Program includes all Fire Prevention Code, fire protection systems, and hazardous materials inspections. The decrease from FY 2018 is likely a result of closed/vacant businesses in the Fire Prevention database and the reliance of building owners to schedule system tests.

PERSONNEL SERVICES PROGRAM

PROGRAM MISSION

To support the overall mission of the Fire Department in the following ways:

Professional Standards and Compliance

- Manage the Department's training academy facility and off-site training locations.
- Facilitate professional development programs for all personnel and assess training needs for the Department.
- Oversee the management of ACFD personnel training records and serve as the Department's liaison with the Trades Center Management Team.
- Ensure the Department is complying with accreditation policies and procedures and is involved in agency accreditation. Develop, initiate, maintain, and revise polices and standard operating procedures (SOP) as needed.
- Monitor federal and state policy changes that affect the Department and connects with NOVA and COG committees to ensure policies align with changes in regional initiatives. Monitor quality assurance/quality improvement (QA/QI) of department reports.

Human Resources

- Assist with the development of standard operating procedures and develop and revise Department Orders.
- Conduct all hiring procedures including written entry-level testing, combined physical agility test (CPAT), panel interviews, candidate background reviews, and scheduling of pre-hire assessments.
- Conduct all Department related payroll business. Develop and deliver assessment centers for all ranks.

Health and Safety

- Manage the occupational safety and health program for the Fire Department.
- Manage worker's compensation claims, employee physicals, along with the peer fitness, respiratory protection, and risk management programs.
- Monitor Department safety programs and ensure that all tools and equipment inspections are current.
- Assist employees with medical claims related to injuries and illnesses and track and assist light duty personnel through the recovery and rehabilitation period.
- Investigate reports of personal injuries, accidents involving apparatus, property damage, infectious disease, and hazardous material exposures.

Recruitment, Outreach, and Training

- Responsible for outreach and recruitment, job fairs, career fairs, and other community events. Manages all facets of the recruitment process in coordination with human resources and the public information officer.
- Manage the Awards and Recognition Program.

PERSONNEL SERVICES PROGRAM

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to an increase to entry pay and maximum pay for uniform positions, the addition of a human resources administrative specialist position ($111,836, 1.0 FTE), and the the transfer in of eight positions from the Emergency Services line of business ($1,525,160, 8 FTEs).
- ↑ Non-personnel increases due to the reallocation of non-personnel as part of the department reorganization ($220,000), and one-time increases associated with the addition of a second recruit class for recruit physicals, background checks, and psychological exams ($89,836), and the purchase of personal protective equipment ($255,442).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$1,662,090	-
Non-Personnel	-	-	568,348	-
Total Expenditures	-	-	2,230,438	-
Fees				-
Grants	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	-	-	$2,230,438	-
Permanent FTEs	-	-	9.00	
Temporary FTEs	-	-	-	
Authorized FTEs	-	-	9.00	

PERFORMANCE MEASURES

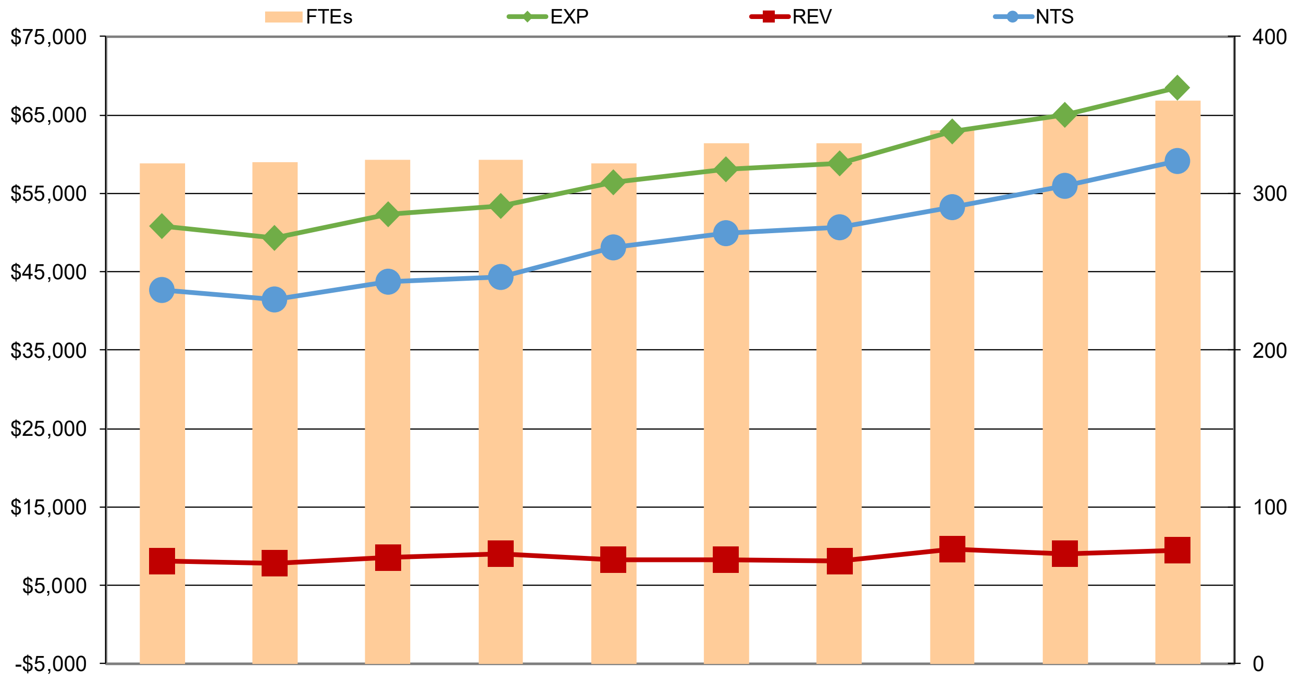
Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Advanced Life Support (ALS) training hours	19,156	18,840	22,336	20,228	18,000	18,000
Basic Life Support (BLS) training hours	24,240	23,336	27,320	36,395	36,000	36,000
Firefighter training hours	145,494	163,320	175,800	169,080	149,800	178,600
Overall Attrition Rate (per month)	2.2	1.8	2.3	2.3	2.2	2.2
18 Month Turnover Rate	32.14%	42.30%	22.22%	38.46%	36.00%	35.00%

- Advanced Life Support training hours increased in FY 2018 due to the addition of three employees in the ALS training program. These training hours decreased in FY 2019 due to the reduction of the number of employees in the ALS training program. The FY 2020 and FY 2021 estimate is based upon 10 employees in the ALS training program. The medic program is stabilizing and only 10 students are needed to account for staff attrition and promotions at this time.
- Basic Life Support training hours increased in FY 2019 due to more recruits in recruit school, new tracking techniques, and adding EMS training to daily operations training in the field. The

FY 2020 and FY 2021 estimates have been updated to reflect the new tracking and training methods.

- Firefighter training hours fluctuate each year based on the number of recruits in school. The minimum monthly training per employee is 30 hours per month for a minimum annual total for all employees of 118,800 hours. Monthly Operations Training per employee is approximately three hours per month for a minimum annual total of 11,880 hours for all employees. This amounts to a minimum annual total of 130,680 hours. For FY 2021, recruit school hours are based on 50 recruits for a total of 48,000 hours, which is a total of 178,600 hours.
- Overall attrition rate is the average number of uniformed personnel that leaves the Department per month. This rate is comprised of those individuals that retire, resign, or are separated from ACFD.
- Eighteen month turnover rate reflects on how well the Department hires and trains new recruits and how welcoming the Department is to new hires. A high percentage suggests that the right people are being hired, but not embraced (culture, inclusive opportunities, training, external factors). This figure is calculated by taking the number of uniformed employees who leave after less than 18 months of employment divided by the number of separations during the same period. (For example, 2016’s numbers indicated that 32% of turnover was by employees with less than 18 months of service.)

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$50,813	$49,378	$52,274	$53,390	$56,349	$58,035	$58,874	$62,822	$64,949	$68,544
REV	$8,182	$7,873	$8,614	$9,029	$8,234	$8,192	$8,175	$9,582	$9,026	$9,433
NTS	$42,631	$41,505	$43,660	$44,361	$48,115	$49,842	$50,699	$53,239	$55,923	$59,111
FTEs	319.00	320.00	321.00	321.00	319.00	332.00	332.00	340.00	349.00	359.00

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board restored the Battalion Chief position in Logistics that was eliminated in FY 2010 ($197,913).	1.0
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ Added funding for three Community Inspector positions for fire protection systems testing ($298,124) and for a recruit class in FY 2012 ($264,860).	3.0
	▪ Increased funding for computers, phones, uniforms, and auto fund charges for the new Community Inspector positions ($12,889).	
	▪ Decreased annual expenses for County vehicle charges ($196,929), fuel charges ($100,000), and personal protective clothing ($11,466).	
	▪ Increased fee revenues in systems testing ($332,800) due to the addition of the three Community Inspectors, and higher projections for ambulance transport fees ($35,000), partially offset by lower projections for permitted buildings inspections ($158,269) and Falls Church reimbursements ($106,259).	
FY 2013	▪ The County Board approved two additional holidays for FY 2013 ($55,000).	
	▪ Decreased personnel expenses due to a decrease in the number of recruits from 26 to 13.	
	▪ Eliminated of overtime expense funded by the National Medical Response Team (NMRT) contract.	
	▪ Converted an NMRT funded position into a County funded Inspector position to review site plans in conjunction with the Department of Community Planning, Housing and Development (CPHD). The full cost of this position is reimbursed by CPHD.	
	▪ Added funding for fuel ($74,700).	
	▪ Increased annual expenses for the maintenance and replacement of County vehicles ($325,392).	
	▪ Increased expense for protective clothing for recruits ($48,558).	
	▪ Reallocated funding from the Fire Department to the Department of Environmental Services for station bay door maintenance and repairs ($50,000).	
	▪ Increased fee revenues due to higher projections in the fire code permit, inspection fees, and other miscellaneous fees ($261,334), and ambulance transport fees ($50,000).	
	▪ Decreased grant revenues due to the elimination of the National Medical Response Team grant ($339,527).	
FY 2014	▪ Personnel increased primarily due to reclassification of uniform positions ($948,615), and the transfer of a grant funded National Incident Management System (NIMS) position ($125,000) from the Office of Emergency Management (OEM) to the Fire Department, partially offset by the removal of one-time funding for FY 2013 additional County Board approved holidays ($55,000).	
	▪ Increased operating equipment funded by the Four-For-Life grant	

Fiscal Year	Description	FTEs
	($76,842). ▪ Decreased annual expense for the maintenance and replacement of County vehicles ($45,368). ▪ Decreased protective clothing charges for recruit class ($4,889). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements based on the FY 2014 budget for services provided by the County ($117,532). ▪ Grant revenues increased due to the Four-For-Life grant ($76,842) and the transfer of the NIMS grant from OEM to the Fire Department ($125,000). ▪ Increased ambulance transport fee revenue ($300,000).	
FY 2015	▪ Non-personnel increased due to changes to the operating agreement for Fire Station Six ($56,330). ▪ Increased wearing apparel funded by the Fire Programs grant ($83,890) and operating supplies funded by the Four-For-Life grant ($4,187). ▪ Increased recruit class costs ($13,895) and contractual increases for wearing apparel ($27,314). ▪ Added a full-year of funding to continue implementing the Physician Assistant (PA) pilot program started in FY 2014 ($155,272). ▪ Decreased annual expense for the maintenance and replacement of County vehicles ($67,012). ▪ Fee revenues increased due to higher Falls Church reimbursements ($231,367). ▪ Grant revenues increased due to the Fire Programs grant ($83,890) and the Four-For-Life grant ($4,187).	
FY 2016	▪ Transferred out 2.0 FTEs to the Police Department for the consolidation of public safety information technology ($248,473). ▪ Increased wearing apparel funded by the Fire Programs grant ($40,260). ▪ Increased annual expense for the maintenance and replacement of County vehicles ($454,379). ▪ Fee revenues increased due to higher Falls Church reimbursements ($394,409). ▪ Grant revenues increased due to the Fire Programs grant ($40,260).	(2.0)
FY 2017	The County Board added funding for an additional four Firefighter/EMT I positions to staff a peak time medic unit ($332,468). ▪ The County Board also added one-time funding for wearing apparel for the additional positions ($73,584). ▪ Added funding for eight Firefighter/EMT I positions ($664,936) to address the remaining staffing needs to meet national standards for four person staffing of all County Fire units, and the conversion of a contract Physician Assistant (PA) to a permanent position ($137,327).	4.0 9.0

Fiscal Year	Description	FTEs
	▪ Increased funding for wearing apparel funded by the Fire Programs grant ($34,484), increased wearing apparel for the additional Firefighter/EMT I positions ($147,168, one-time funding), and recruit class costs ($19,245). ▪ Increased funding for operating equipment funded by Four-for-Life grant ($4,101). ▪ Transferred funding to the Police Department for Public Safety Information Technology (PSIT) activities ($16,151). ▪ Decreased contractual services funding due to conversion of a contract Physician Assistant (PA) to a permanent position ($137,327). ▪ Increased fee revenue because of a rate increase in ambulance fees ($750,000), partially offset by a projected decrease in volume of ambulance transports ($200,000). ▪ Increased miscellaneous fee revenues ($150,000). ▪ Fee revenue decreased due to lower Falls Church reimbursement ($132,664). ▪ Decreased System Testing fee revenue due to an adjustment to the number of annual tests completed ($540,000). ▪ Increased grant revenue due to increases to the Fire Programs grant ($34,484), offset by decreases to the Four-for-Life Grant ($6,928).	
FY 2018	▪ Increased personnel funding ($176,173 ongoing, $759,286 one-time) and non-personnel funding ($277,970 ongoing, $268,120 one-time) for costs associated with the two recruit schools. ▪ Increased grant revenue due to increases to the Fire Programs grant ($34,484) offset by decreases to the Four-for-Life Grant ($6,928). ▪ Increased emergency medical services funded by revenue increases to the Four-for-Life grant ($5,309). ▪ Increased funding to the Business Services Division for the Fire Department's portion of Computer Aided Dispatch costs ($75,934), transferred from the Police Department. ▪ Increased funding for adjustments to the accounting method for the medical billing management fee ($180,000). ▪ Removed one-time funding for wearing apparel and equipment for the 8.0 FTEs added in FY 2017 ($147,169). ▪ Increased annual expenses for the maintenance and replacement of County vehicles ($171,284). ▪ Increased fee revenue due to projected increases in System Testing Fees ($290,000), increase in Assembly Permit Fees ($20,000). ▪ Increased Falls Church reimbursements for firefighter salaries and overtime ($95,114). ▪ Increased ambulance fee collections ($150,000).	
FY 2019	▪ The County Board added funding for an additional 1.5 percent market pay adjustment for the Firefighter, Lieutenant and Captain job classes above	

Fiscal Year	Description	FTEs
	the Manager's proposed 7.5 percent increase, for a total of a 9 percent adjustment.	
	▪ The County Board added funding to increase entry pay for Firefighter to $50,648, or 5.5 percent from the FY 2018 Adopted entry level.	
	▪ Added nine Firefighter/EMT I positions ($750,000) to begin staffing for the implementation of a Kelly Day schedule.	9.0
	▪ Eliminated a vacant Management Analyst position ($85,000).	(1.0)
	▪ Removed one-time funding for a second recruit class ($759,286 personnel, $268,120 non-personnel). Similar to FY 2018, two Fire recruit classes were be held in FY 2019. Due to the timing of the two recruit classes in the fiscal year (September and April), there is sufficient funding for a second recruit class in the base budget.	
	▪ Increased Fire System Testing and Inspection of Hazardous Material Permit fees to achieve full cost recovery ($334,200).	
	▪ Transferred the National Incident Management System (NIMS) grant to the Department of Public Safety Communications and Emergency Management ($125,000).	
FY 2020	Added nine Firefighter/EMT I positions to continue staffing for the implementation of a Kelly Day schedule ($700,000).	9.0
	▪ Added on-going funds to maintain the Fire Department Training Academy burn building ($48,000) and to support recruits including physicals ($21,381), background check and psychological exams ($49,455).	
	▪ Added on-going funds for ambulance billing contract increases ($22,000) and for the maintenance and replacement of County vehicles ($114,629).	
	▪ Decreased Ambulance Transport fee revenue ($200,000), Assembly Permit fee revenue ($24,750), and Special Event fee revenue ($5,000) based on FY 2017 and FY 2018 actuals.	
	▪ Increased System Testing fee revenue ($48,000) and Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures ($93,141).	
	▪ Increased Fire Programs Grant revenue ($20,350).	
	▪ Decreased Four for Life Emergency Medical Services Grant ($4,755).	

DEPARTMENT OF ENVIRONMENTAL SERVICES
Greg Emanuel, Director
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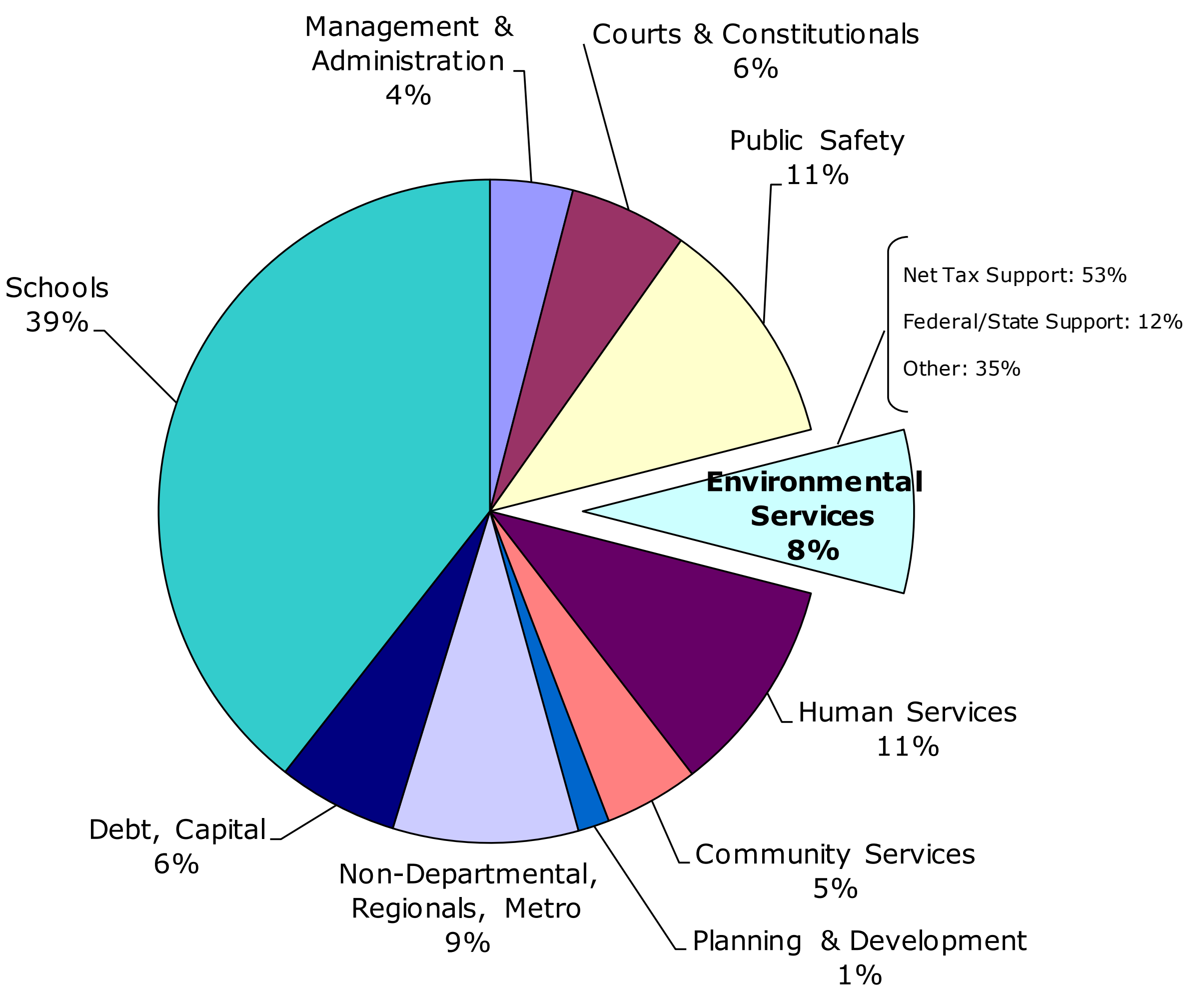
703-228-5022
des@arlingtonva.us

Our Mission: To make Arlington County a vibrant, accessible and sustainable community through strategic transportation, environmental and capital investment projects, while providing excellent customer service, operations, and maintenance in a safe and healthy environment for all.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

DES Director

- Office of the Director
- Decision Support
- Sustainability & Environmental Management
- Stormwater Management
- Printing & Mail Services

Transportation & Development

Transportation Program Support
- Transportation Capital Program Management
- Regional Transportation Planning
- Community Relations and Engagement

Transportation Planning & Capital Project Management

Transit Program
- Arlington Transit (ART)
- Paratransit Services (STAR)
- Metrorail & Metrobus Operations Coordination
- Technology Projects
- Capital Coordination

Development Services

Commuter Services Program

Transportation Engineering & Operations
- Traffic Operations
- Residential Permit Parking
- Transportation System Management & Design Program
- Street Lights
- On-street Parking Management
- Off-street Parking Management
- Traffic Signs
- Traffic Signals
- Pavement Markings

Transportation Capital Fund

Ballston Public Parking Garage

Ballston Public Parking Garage – Eighth Level

Crystal City, Potomac Yard, & Pentagon City Tax Increment Financing Area Fund

Facilities & Engineering

Facilities Design & Construction

Engineering Bureau

Real Estate Bureau

Capital Assets Support

Facilities Management Services
- Facilities Maintenance
- Custodial Services
- Warehouse & Carpool

Operations

Operations Management

Customer Service Office
- Customer Contact Center & Utility Billing

Solid Waste Bureau
- Residential Refuse & Recycling
- Business/Multi-Family Recycling Compliance
- Education & Outreach
- Resident Services
- Earth Products Recycling
- Leaf Collection
- Street Sweeping & Litter Control
- County Facilities Recycling

Water, Sewer & Streets Bureau
- Concrete Maintenance
- Asphalt Maintenance
- General Maintenance
- Capital Construction
- Emergency Response

Water, Sewer & Streets (Utility Operations)

Water Sewer Records

Utility Billing

Water Pollution Control Bureau

Debt Service & Other

County Vehicle Repair Section

School Fleet Repair Section

Lines of Business which are shaded are in Other Funds (Non-General Fund)

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Environmental Services (DES) is $110,904,844, a ten percent increase over the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases primarily due to the personnel changes noted below, adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
  - Development Services: The addition of an Engineering Program Coordinator ($164,231, 1.0 FTE) and a Permit Coordinator ($85,057, 1.0 FTE) added during the FY 2019 closeout process related to Amazon development and the addition of one-time funding for three limited term Permit Counter positions transferred in from the CPHD Development Fund to support an increased workload associated with the new permitting system ($215,975, 3.0 FTEs).
  - Transportation, Engineering, and Operations: The addition of a Design Engineer position ($150,733, 1.0 FTE) added during the FY 2019 closeout process related to Amazon development, the reclassification of a vacant Survey Instrument Operator position to create an Assistant Bureau Chief position to support the increased workload generated by development and resident requests ($97,725), the addition of a Traffic Engineer to support the Customer Care & Communications Center (C3) ($162,250, 1.0 FTE), and the addition of a Traffic Engineer and Streetlight Technician to support the Streetlight Program, which will be partially funded by capital projects ($106,407, 2.0 FTEs).
  - Facilities, Design, and Construction: The addition of a Facilities Planner Architect, which will be partially funded by capital projects ($81,254, 1.0 FTE).
  - Facilities Management Bureau: The addition of a Building Engineer for the Lubber Run Community Center ($100,090, 1.0 FTE).

- ↑ Non-personnel expense increases primarily due to changes in a variety of areas throughout the department listed below. The changes include:
  - Transit Program: Increases primarily due to the newly rebid and awarded ART operations and maintenance contract ($4,440,046), and contractual services increases including STAR services ($352,828). The increase in ART costs are driven by replacing a 10+ year old contract with increased service levels in key operations and maintenance areas and more competitive salaries for frontline staff to remain competitive in the region.
  - Commuter Services: Increase in expenses due to regional program funding increases such as Northern Virginia Transportation Commission (NVTC), Congestion, Mitigation, and Air Quality (CMAQ), and Transportation Demand Management (TDM) Contributions ($704,961), partially offset by adjustments for a VDOT grant ($19,335).
  - Transportation, Engineering, and Operations: Increases due to the garage administration of the new Lubber Run facility scheduled to open in FY 2021 ($140,000), contractual increases ($13,864), the addition of one-time funds for the purchase of a vehicle for the Streetlight Program positions noted above ($23,000), the addition of one-time funding ($100,000) and ongoing funding ($20,000) for the installation of flood warning sensors in the public right of way at two high risk intersections, the addition of one-time funding to install residential flood sensors for high risk homes ($9,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($53,167).

- Facilities Management: Contractual increases ($130,352), a reallocation of funds to contracted services ($200,180), funding to provide facilities management services at the new Lubber Run Recreation Center ($634,645), transfer in of Non-Departmental funds to manage facility security ID services ($93,000), the County's share of maintenance for the new Fleet School garage ($30,000), additional funding added for preventative maintenance ($100,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($3,875), partially offset by the transfer out of security maintenance funding to the Sheriff's Office ($340,000).
- Arlington Initiative to Rethink Energy (AIRE): The addition of one-time funding to assist with investigating and developing initiatives in line with the County's recently-adopted Community Energy Plan ($150,000), the addition of on-going funding for the maintenance and replacement costs for 28 electric vehicles that will be purchased in FY 2020 by the Automotive Equipment Fund ($37,401), partially offset by the removal of one-time funding for the Minor Hill pumping station solar array feasibility study ($50,000).
- Solid Waste: Disposal costs driven primarily by the recycling markets ($409,832), adjustments to the annual expense for maintenance and replacement of County vehicles ($194,394), contractual services ($58,507), operation and maintenance costs for Covanta WTE facility ($8,075), and charges by the Utility Fund to support the Call Center ($13,755).
- Water, Sewer, and Streets: Increases due to the addition of one-time funds to support a sidewalk condition assessment ($300,000), additional funding added for concrete maintenance ($300,000), contractual services increases ($35,600), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($90,671).

↑ Intra-county charges increase primarily due to filling street sweeper staff vacancies ($97,761), Facilities Management Bureau ($103,554) and Operations Management ($16,107) due to an adjustment in eligible reimbursable expenses for services provided within the organization; partially offset by the allocation of costs for reimbursable services to the Utilities Fund in the Director's Office ($39,207) and Engineering Bureau ($5,566), the addition of a Receptionist position in the CPHD Development Fund that will be partially funded by Development Services in the General Fund ($19,705), and the addition of an Administrative Specialist in the Utilities Fund, which will be partially funded by Water, Sewer, and Streets in the General Fund ($28,020).

↑ Fee revenue adjustments primarily in the following areas:

- Solid Waste: Increases primarily due to an increase in the Household Solid Waste Rate ($455,504), partially offset by a decrease in mulch fees ($25,000) and rental income for Waste to Energy Facility ($48,515) based on aligning budget with actuals. The proposed Household Solid Waste Rate increases from $306.00 to $319.03 primarily as a result of the increase in disposal costs for recycling.
- Transit: Decline in projected ART bus fare revenue ($138,737).
- Development Services: Increase due to an inflationary increase of 2.5 percent to fees ($35,442), an increase to Site Plan fees ($100,000) based on anticipated construction, Small Wireless fees ($25,000) based on anticipated applications, and Sediment/Erosion control ($20,000) revenue based on aligning budget with actuals.
- Transportation, Engineering, and Operations: Increase due to an inflationary increase of 2.5 percent to fees ($46,479), an increase in highway permits based on based on aligning budget with actuals ($347,160), partially offset by lower meter revenue ($574,696).

↑ Grant revenue increases primarily due to additional CMAQ funding ($598,980), Northern Virginia Transportation Commission funding ($707,185), and an adjustment based on aligning budget with actuals in CMAQ funding ($330,612).

- ↑ Transfer from other funds increases due to the increased operations and maintenance costs for ART. The Transportation Capital Fund funds specific ART routes ($368,851).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$39,101,067	$41,554,538	$43,101,560	4%
Non-Personnel	58,106,212	61,655,872	70,229,506	14%
Subtotal	97,207,279	103,210,410	113,331,066	10%
Intra-County Charges	(2,753,535)	(2,301,194)	(2,426,222)	5%
Total Expenditures	94,453,744	100,909,216	110,904,844	10%
Fees	37,295,155	36,331,765	36,535,102	1%
Grants	12,117,677	11,151,092	12,783,752	15%
Transfer In From Other Funds	2,430,721	2,351,932	2,720,784	16%
Total Revenues	51,843,553	49,834,789	52,039,638	4%
Net Tax Support	$42,610,191	$51,074,427	$58,865,206	15%
Permanent FTEs	393.00	390.00	401.00	
Temporary FTEs	7.50	7.50	7.50	
Total Authorized FTEs	400.50	397.50	408.50	

OFFICE OF THE DIRECTOR

PROGRAM MISSION

To provide policy and program guidance and expedite work of the Department to enable each program to deliver services.

The Office of the Director focuses on ensuring that the Department staff and management have the resources and tools necessary to fulfill their missions through the following areas:

Administration

- Provide consolidated, department-wide management and oversight of human resources, training, and organizational development.
- Provide centralized payroll review and support to assure timeliness and accuracy; technical support for recruitments to keep more than 700 permanent and temporary positions staffed for DES in the General Fund, the Stormwater, Utilities, Automotive Equipment, and Printing Funds; skilled assistance with disciplinary and other employee relations matters; management of special programs; and advice and assistance to management on sensitive organizational issues.
- Provide organizational capacity development through facilitating conflict resolution; establishing work standards, leadership development, process redesign, and training; assisting newly formed organization units improve effectiveness; assisting with change management; and externally providing facilitation of public processes, including those with multiple conflicting inputs or sensitive issues.

Finance, Budget, and Contracts

- Provide department-wide matrixed management of several functions including finance, budget, purchasing/procurement, internal controls, and grants management. Budget execution is decentralized in the operational units.

Communications and Engagement

- Coordinate internal departmental communications and engagement efforts for the external community. Develop comprehensive communications strategies, programs, and vehicles to inform and educate the public of DES services and initiatives.
- Design and implement in-person and online public engagement initiatives for DES projects and programs to gather input from broad audiences to inform decision makers.
- In partnership with the County's Office of Communications and Public Engagement, manage media relations for the Department.
- Manage the Department's online and digital presence, including social media platforms and the website.
- Implement and coordinate emergency communications for infrastructure disruptions coordinating with the Department of Public Safety Communications & Emergency Management (DPSCEM).

Safety

- Enforce safe practices throughout the workforce to ensure the safest environment possible with the goal of eliminating work place incidents to zero.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of five positions to Decision Support ($825,534, 5.0 FTEs), the removal of FY 2020 funding allocated to various DES Divisions for pay studies

OFFICE OF THE DIRECTOR

related to trades and planner positions, lower retirement contributions based on current actuarial projections, partially offset by employee salary increases, and an increase in the County's cost for employee health insurance.

- ↓ Non-personnel decreases due to the transfer out of expense budget to Decision Support ($74,164), offset by the Courthouse Plaza Lease ($5,205).
- ↓ Intra-County Charges decrease due to the allocation of costs for reimbursable services to the Utilities Fund ($39,207).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,830,319	$4,242,580	$3,050,813	-28%
Non-Personnel	250,163	282,983	214,024	-24%
Subtotal	4,080,482	4,525,563	3,264,837	-28%
Intra-County Charges	(1,239,336)	(1,423,196)	(1,383,989)	-3%
Total Expenditures	2,841,146	3,102,367	1,880,848	-39%
Total Revenues	-	-	-	-
Net Tax Support	$2,841,146	$3,102,367	$1,880,848	-39%
Permanent FTEs	23.50	24.50	19.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	23.50	24.50	19.50	

DECISION SUPPORT & MAPPING PROGRAM (GIS)

PROGRAM MISSION

Provide internal support to the Department and external information services to the community. The Line of Business (LOB) includes three units: Geographic Information System (GIS) and Mapping Center, the Business Intelligence and Optimization (BIO) unit, and DES Technology.

Geographic Information System (GIS) and Mapping Center

- Provide GIS application development support which includes preparing GIS application prototypes for client agencies, along with building and maintaining interactive web-based mapping sites for internal (staff) and external (public) access to data.
- Serve as the County's official base mapping and geographic analysis unit responsible for managing geospatial data acquisition and editing as well as custom map production.
- Provide cartographic expertise including creating and maintaining the County's geographic database, setting mapping standards, analyzing aerial photography, completing mapping assignments, and designing/modeling Geographic Information System (GIS) data to support analytical studies.
- Support GIS integration in County programs including emergency communications, permits, utility billing, open data, asset management, and CRM systems.
- Support mapping for the Emergency Operations Center (EOC) and the Department of Public Safety Communications and Emergency Management (DPSCEM) as well as provide geospatial data to Computer Aided Dispatch (9-1-1).

Business Intelligence and Optimization (BIO) unit

- Provide operational efficiencies, develop tools and assist managers to make better and more efficient decisions based on data.
- Incorporate Geospatial Business Intelligence in decision-making with a structured program management oversight, using consistent policies and procedures to gain operational efficiency and effectiveness, automate and integrate business processes, and modernize operational systems.

DES Technology

- Provide full life-cycle system support (requirements, design, development, testing, implementation, post-implementation support) for DES systems.
- Support system upgrades, system enhancement, and system integrations.
- Serve as the department's technical team for County-wide technical projects, procurement and inventory of software and hardware and DTS updates.
- Conduct technical reviews of technology to address current business challenges and improve processes.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance and the transfer in of five positions from the Office of the Director ($825,534, 5.0 FTEs), partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the transfer in of Decision Support expenses from the Office of the Director ($74,164).

DECISION SUPPORT & MAPPING PROGRAM (GIS)

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,071,011	$1,005,541	$1,844,124	83%
Non-Personnel	209,716	238,259	312,423	31%
Subtotal	1,280,727	1,243,800	2,156,547	73%
Intra-County Charges	(140,427)	(84,524)	(84,628)	-
Total Expenditures	1,140,300	1,159,276	2,071,919	79%
Fees	975	5,000	5,000	-
Total Revenues	975	5,000	5,000	-
Net Tax Support	$1,139,325	$1,154,276	$2,066,919	79%
Permanent FTEs	7.00	7.00	12.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	12.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of GIS work requests meeting customer target dates	92%	93%	93%	93%	93%	93%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of County systems supported by GIS	3	5	7	8	10	11
Number of GIS data layers maintained	320	325	328	332	336	339

TRANSPORTATION PROGRAM SUPPORT

PROGRAM MISSION

Provide essential support to both the transportation operating and capital programs including Transit, Transportation Engineering and Operations, Commuter Services, Transportation Planning, and Development Services. There are three programs included in this section: Transportation Capital Program Financial Management, Regional Transportation Planning, and Community Relations/Engagement.

Transportation Capital Program Financial Management

- Provide transportation financial management working under the guidance of the transportation leadership team and the DES Finance and Budget Division which resides within the Director’s office.
- Coordinate the annual capital budget and biennial Capital Improvement Plan for Transportation.
- Manage the Transportation Capital Fund (TCF), Street & Highway General Obligation Bond fund, and other transportation funds.
- Monitor project expenditures versus budgets, ensuring appropriate use of the various funds.
- Submit reimbursement requests to various outside agencies such as the Virginia Department of Transportation, ensuring compliance with funding agreements.

Regional Transportation Planning

- Represent Arlington on state, regional, and local transportation committees and forums and support effective interagency coordination and collaboration with partner agencies and local jurisdictions.
- Participate in and seek to influence state and regional programs/projects to communicate Arlington's interests and priorities.
- Support the Transportation Leadership team in the annual review, development, and maintenance of the ten-year Capital Improvement Plan to fund transportation projects by providing funding strategy recommendations which maximize the use of outside funding sources including federal, state, and regional program funds.

Community Relations & Engagement

- Provide community relations and engagement under the guidance of the transportation leadership team and under the Communications and Engagement Division which resides within the Director’s Office.
- Develop, implement, and coordinate various activities to promote, support, and integrate community engagement concepts into the Transportation Division’s capital programs and projects.
- Enhance the Transportation Division’s capabilities to effectively engage with community members through the development and implementation of resources, tools, and training to build knowledge, skills, and abilities regarding community engagement.
- Promote and conduct outreach for transportation capital projects, programs, and initiatives. This includes consulting with County staff to develop and distribute public information such as outreach and educational materials, advisories, notifications, and presentations.
- Coordinate and facilitate community research, feedback, and responses to items, plans, projects, programs, and other departmental services requiring public engagement.

TRANSPORTATION PROGRAM SUPPORT

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,023,522	$924,413	$958,655	4%
Non-Personnel	34,426	15,000	15,000	-
Total Expenditures	1,057,947	939,413	973,655	4%
Revenues	-	-	-	-
Net Tax Support	$1,057,947	$939,413	$973,655	4%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

PROGRAM MISSION

To plan, program, and implement infrastructure and transportation options in collaboration with business interests, neighborhoods, County advisory groups, and regional agencies to foster a livable community—now and in the future.

- Develop long-range plans for transportation infrastructure and services within Arlington, including transportation elements of the Department of Community Planning, Housing and Development-led area plans.
- Develop and track Arlington's ten-year Transportation Capital Program, focusing on the Transportation Capital Fund as well as federal and state sources, and ensure compatibility with state and regional programs.
- Develop and manage capital projects for Complete Streets, BikeArlington, WALKArlington, and Neighborhood Complete Streets and coordinate Arlington's input to Virginia Department of Transportation's (VDOT) capital projects.
- Provide staff support for five County transportation advisory groups: the Transportation Commission, Complete Streets Commission, Bicycle Advisory Committee, and Pedestrian Advisory Committee.
- Manage and coordinate the taxicab program and ensure compliance with the Taxicab Ordinance.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,101,107	$1,402,583	$1,423,249	1%
Non-Personnel	180,132	144,214	144,244	-
Total Expenditures	1,281,239	1,546,797	1,567,493	1%
Fees	81,300	119,500	119,500	-
Total Revenues	81,300	119,500	119,500	-
Net Tax Support	$1,199,939	$1,427,297	$1,447,993	1%
Permanent FTEs	15.00	15.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	15.00	15.00	

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Bike and pedestrian collisions	144	181	154	189	179	170
Transportation capital projects - projects initiated	19	15	8	9	8	5
Transportation capital projects - projects ongoing	63	72	60	47	43	41
Transportation capital projects -projects completed	8	9	6	12	7	13

- Beginning in the FY 2020 Proposed Budget, all bike and pedestrian collision numbers are shown on a calendar year basis.
- Beginning in FY 2018, the Transportation Capital Project measures reflect a shift in how staff identify and track projects. These measures represent discrete transportation capital projects of $150,000 or greater and do not include small projects within ongoing/multi-year capital program areas.

TRANSIT PROGRAM

PROGRAM MISSION

To plan, design, implement, and operate in an open and responsive manner a full range of high-quality transit services and facilities that are sustainable, reliable, safe, and accessible to all residents, employees, and visitors.

Arlington Transit (ART)

- Plan, operate, and manage the Arlington Transit (ART) bus system.
- Manage the County's passenger service facilities program, including the Shirlington Station as well as all bus shelters and stops within Arlington County.
- Develop, update, and implement the County's 10-year Transit Development Plan (TDP).

Paratransit Services (STAR)

- Manage Specialized Transit for Arlington Residents (STAR), the supplementary regional and local curb-to-curb paratransit service for eligible Arlington residents, including a call center, STAR on the web, and STAR Interactive Voice Response (IVR) system for booking and scheduling services.

Regional Transit Coordination

- Facilitate Metrorail and Metrobus service planning, implementation, coordination and performance assessment on behalf of the County to ensure that effective, efficient, and timely services are provided to riders in the County on the three Metrorail and 28 Metrobus lines where the County has a financial stake.
- Coordinate inter-jurisdictional transit services with other transit service providers in Northern Virginia including Virginia Railway Express (VRE).
- Coordinate development of transit infrastructure project concepts, designs and construction with regional agencies including WMATA, VRE, and local public transit agencies.

Technology Projects

- Develop and deploy Advanced Public Transportation Systems (APTS) to provide real-time passenger information, monitor service performance, increase safety, and improve operations.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to lower retirement contributions based on current actuarial projections and adjustments to reflect actual salaries, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners.
- ↑ Non-personnel increases primarily due to the newly rebid and awarded ART operations and maintenance contract ($4,440,046). The increase in costs are driven by replacing a 10+ year old contract with increased service levels in key operations and maintenance areas and more competitive salaries for frontline staff to remain competitive in the region. Contractual services increases for STAR ($318,938) are primarily due to aligning the budget with actuals and increases for other services ($33,890), as well as increases for grant funding received from Northern Virginia Transportation Commission ($520,000), and an adjustment to the annual expense for maintenance and replacement of County vehicles ($777).
- ↓ Fare revenue decreases due to a decline in projected ART bus fare ($138,737). Ridership has declined over the last several years but has started to improve. The fare revenue anticipated in

TRANSIT PROGRAM

FY 2021, although modestly decreasing from the FY 2020 budget, includes increased expected ridership compared to FY 2019 actuals and FY 2020 ridership year-to-date.

- ↑ Grant revenue increases due to anticipated Northern Virginia Transportation Commission (NVTC) funding in FY 2021 ($601,204).
- ↑ Transfer from other funds increases due to the increased operations and maintenance costs for ART. The Transportation Capital Fund funds specific ART routes ($368,851).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$945,783	$1,045,243	$1,045,157	-
Non-Personnel	16,869,218	19,393,252	24,706,903	27%
Total Expenditures	17,815,001	20,438,495	25,752,060	26%
Fees	3,902,854	4,707,237	4,568,500	-3%
Grants	4,520,093	4,421,042	5,022,246	14%
Transfer From Other Funds	2,395,000	2,316,211	2,685,062	16%
Total Revenues	10,817,947	11,444,490	12,275,808	7%
Net Tax Support	$6,997,054	$8,994,005	$13,476,252	50%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

PERFORMANCE MEASURES

Transit Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual passengers trips served in Arlington: Arlington Transit (ART)	3,111,575	3,403,439	2,989,030	2,829,192	3,195,000	3,227,000
Annual passengers trips served in Arlington: Total (all services)	68,603,409	63,773,507	65,663,934	64,485,762	66,220,681	66,309,480

- Annual passenger trips in FY 2018 on ART were impacted by the completion of Metrorail safetrack improvements, increased usage of alternative transportation options and ART Operations and Maintenance contractor service delivery challenges.
- Annual passenger trips in FY 2019 decreased due to declining ridership by Metrorail and Metrobus.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
ART On-Time Performance	96.00%	90.00%	85.00%	78.00%	75.00%	80.00%
ART percent cost-recovery	29.00%	25.00%	24.50%	26.50%	26.00%	26.00%
Annual passengers trips served in Arlington: Metrorail	51,136,200	47,376,700	48,681,279	48,207,767	49,171,922	49,663,641
Annual passengers trips served in Arlington: Metrobus	13,431,125	12,125,361	13,153,625	12,603,303	13,058,759	12,599,839
Annual passengers trips served in Arlington: Virginia Railway Express	821,016	868,097	840,000	845,500	795,000	819,000
ART passenger trips/hour	21.2	19.45	15.00	15.20	17.00	19.00

- Annual passenger trips served in Arlington, Metrorail and Metrobus ridership are impacted by inclement weather days, a full-day system shutdown, and SafeTrack activities beginning in FY 2017.
- In FY 2021, the WMATA budget proposal is to eliminate some service. It is projected that ART will pick up Metrobus riders that are in close proximity to ART routes.

Paratransit

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
STAR passengers per revenue hour	2.16	2.11	2.02	2.40	2.50	2.60

- The STAR passengers per revenue hour productivity statistic is expected to improve as planned rider scheduling technology upgrades are able to group more STAR user trips.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
ADA-certified residents	1,711	1,688	1,648	1,643	1,650	1,650
Annual passenger trips served in Arlington: STAR	86,417	86,455	78,500	74,218	71,377	71,734
Annual passenger trips served in Arlington: MetroAccess	17,076	18,630	18,406	22,611	22,175	22,396

- The decrease in passenger trips on STAR is due to a decrease in available capacity from Red Top Cab and passengers choosing Transportation Network Companies (Uber and LYFT) for travel.

Transit Bus Stop Projects

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
ADA-access improvements	41	13	35	61	30	30
New amenities added (benches/trash receptacles)	7/8	3/2	13/3	18/5	7/2	7/2
New and replacement shelters (with benches)	12	15	16	13	10	10

- An increase in bus stop improvements were the result of increased state funding associated with the implementation of bus stop projects along the Lee Highway/Washington Blvd. corridor and the North Glebe & South George Mason corridors.

DEVELOPMENT SERVICES

PROGRAM MISSION

To deliver consistent, coordinated, and timely customer service in the review, administrative approval, and inspection of development in the County, ensuring conformance to applicable codes, policies, and standards.

- Review, process, and approve subdivision and easement plats; site civil design plans; land disturbing activity permits; right-of-way use permits; and building, site grading, plumbing, and demolition permit plans for compliance with review and approval guidelines mandated by State and County Codes.
- Enforce Chapter 22-Street and Development Construction, Chapter 23-Subdivisions, Chapter 48-Floodplain Management, Chapter 57-Erosion and Sediment Control, Chapter 60-Stormwater Management, and Chapter 61-Chesapeake Bay Preservation, of the County Code, for compliance with requirements regulating development and construction activities; inspections, and other requirements mandated by Federal and State Codes.
- Review and issue a variety of permits regulating land disturbing activities, construction in public rights-of-way, traffic management on development projects, and stormwater, water and sanitary sewer connections.
- Review, develop, negotiate, and prepare development conditions associated with special exceptions for consideration and approval by the County Board.
- Manage a public improvement bond program to ensure, through performance agreements and bonds, developers build the infrastructure required by their development plans.
- Inspect and approve all public infrastructure built by developers on special exception or by-right projects, prior to acceptance for operation and maintenance by DES.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, an increase in the County's cost for employee health insurance, the addition of an Engineering Program Coordinator ($164,231, 1.0 FTE) and Permit Coordinator ($85,057, 1.0 FTE) added during the FY 2019 closeout process related to Amazon development, the addition of one-time funding for three limited term Permit Counter positions transferred in from the CPHD Development Fund to support an increased workload associated with the new permitting system ($215,975, 3.0 FTEs), partially offset by lower retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($164).

↑ Intra-County Charges increases due to the addition of a Receptionist position in the CPHD Development Fund that will be partially funded by the General Fund ($19,705).

↑ Fee revenues increase due to an inflationary increase of 2.5 percent ($35,442), higher projections in Site Plan Fees ($100,000) based on anticipated construction, Small Wireless ($25,000) based on anticipated applications, and sediment/erosion control ($20,000) revenue based on aligning budget with actuals.

DEVELOPMENT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,677,117	$3,424,828	$3,964,206	16%
Non-Personnel	182,646	299,482	299,318	-
Subtotal	3,859,763	3,724,310	4,263,524	14%
Intra-County Charges	(423,858)	-	19,705	-
Total Expenditures	3,435,905	3,724,310	4,283,229	15%
Fees	1,911,352	1,317,640	1,498,082	14%
Total Revenues	1,911,352	1,317,640	1,498,082	14%
Net Tax Support	$1,524,553	$2,406,670	$2,785,147	16%
Permanent FTEs	31.00	32.00	37.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	31.00	32.00	37.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Land Disturbance permits issued	376	374	341	415	440	460
Public right-of-way permits issued	1,501	1,725	1,662	1,750	2,000	2,200
Transportation right-of-way permits issued	4,316	5,375	5,021	4,874	5,500	5,700

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Building, plumbing, and demolition permits reviewed	8,017	7,576	9,276	8,080	10,000	10,100

- Increases in FY 2020 and FY 2021 are based on an estimated expected increase in construction activity throughout the County on both single family residential and commercial/residential multi-story development projects.

COMMUTER SERVICES PROGRAM

PROGRAM MISSION

Provide Arlington residents, employees, businesses, and visitors with transportation options, information, and services to support a vibrant and livable community.

- Operates five Commuter Store® retail locations at Ballston, Rosslyn, Crystal City, Shirlington, the Pentagon, and four Mobile Commuter Stores that sell regional transit passes, Capital Bikeshare memberships and EZPass/Flex transponders, plus offer travel advice, maps, transit timetables, ride-matching information, and information about bicycling.
- Arlington Transportation Partners (ATP), a business-to-business service model, provides customized and comprehensive employer, residential, commercial office, hotel, schools and development services expertise and assistance to a broad range of customers to encourage the use of employer-based commuter benefit programs and the proliferation of customized transportation options information.
- The Commuter Information Center manages the operation of the 703.228.RIDE call center, responds to email inquiries for ART and Commuter Stores®, and fulfills Commuter-Direct.com® regional pass sales orders.
- Arlington Transit Marketing markets ART and Metrobus routes, iRide (student transit), Arlington's 'Car-Free Diet', as well as Spanish language and other diversity campaigns.
- Logistics and Distribution Services operates a distribution center that mails and delivers brochures and timetables to individuals, ATP corporate clients, and internal customers and provides maps and schedules at all 500+ ART bus stops.
- Active Transportation Services BikeArlington and WalkArlington programs provide education and encouragement to increase the number of people biking and walking by organizing promotional events, providing safety trainings and education, disseminating information through print and digital channels, engaging on social media, and public speaking.
- Plans, manages, and operates Arlington's Capital Bikeshare (CaBi) program in coordination with regional partners.
- Provides core staff support for the design, execution, and evaluation of shared mobility pilot programs including reserved space and free-floating car-sharing and most recently, the shared micro-mobility devices pilot, permit program, and ordinance update.
- TDM for Site Plan Development supports the design and adoption of effective development conditions and permit plan review processes as well as monitors ongoing Transportation Demand Management (TDM) program implementation at site plan and special use permit projects to ensure they meet their development commitments. The TDM for Site Plans team, supported by Mobility Lab Research, manages the building-level performance monitoring program, which collects data to better understand site plan buildings' overall transportation impacts and awareness and use of TDM programs.
- Mobility Lab Research and Communications conducts program evaluation and impacts research and collaborates with other Bureaus, researchers and practitioners to provide insights and solutions. Communicates results that provide innovative, creative, and technology-based solutions to local, regional and national TDM audiences.
- Websites. Maintain a family of internet sites and social media networks including CommuterPage.com®, CarFreeDiet.com, ArlingtonTransit.com, WalkArlington.com, BikeArlington.com, Commuter-Direct.com®, ArlingtonTransportationPartners.com, and MobilityLab.org as well as Facebook, Twitter, and Instagram accounts and multiple blogs.
- Supports access to real time transit and transportation options information through websites, transportation screens, research and promotion of such technology solutions.

COMMUTER SERVICES PROGRAM

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to regional program funding increases such as Northern Virginia Transportation Commission (NVTC) ($105,981), Congestion, Mitigation, and Air Quality (CMAQ) ($513,511), Transportation Demand Management (TDM) Contributions ($85,469), partially offset by adjustments for VDOT grants ($19,335).
- ↑ Fee revenues increase due to TDM Contributions ($85,469).
- ↑ Grant revenues increase due to additional CMAQ funding ($929,592), NVTC funding ($105,981), partially offset by adjustments for VDOT grants ($19,335).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$483,270	$519,228	$538,844	4%
Non-Personnel	8,003,889	9,901,606	10,587,232	7%
Total Expenditures	8,487,159	10,420,834	11,126,076	7%
Fees	2,713,733	3,955,000	4,040,469	2%
Grants	6,934,441	6,062,235	7,078,473	17%
Total Revenues	9,648,173	10,017,235	11,118,942	11%
Net Tax Support	($1,161,015)	$403,599	$7,134	-98%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
ATP Commercial Building Clients	55	67	77	94	95	96
ATP Employer Clients Providing Transit Benefits	440	440	450	517	518	521
Average Daily Single Occupancy Vehicle (SOV) Trips Eliminated	43,889	44,000	45,000	45,407	45,963	46,518
Average daily vehicles miles eliminated	813,925	825,000	825,000	832,383	837,921	843,458
Capital Bikeshare (CaBi) Trips Originating in Arlington	263,111	277,970	280,248	258,502	275,000	300,000
Daily Reduction of Carbon Dioxide (CO_2) Emissions (in tons)	744,000	754,000	756,000	763,333	769,333	775,333

COMMUTER SERVICES PROGRAM

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Site Plans and Use Permits with Transportation Demand Management Conditions	173	193	202	236	240	245
ATP Employer Clients	812	878	910	783	785	790
ACCS "Family of Websites" Site Visits	2,243,670	2,614,237	2,250,723	2,191,947	2,000,000	2,000,000
Commuter Stores Customers	337,644	365,256	324,909	319,925	311,982	307,476

- In FY 2019, the drop in ATP employer clients is a result of several factors including normal net loss of clients when employers move out of Arlington and net gain of new employers moving into Arlington; ongoing database cleanup and management; and a slight rebalancing of clients between the category of ATP “Employer” and “Commercial Building” client.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
ATP Client Employees Receiving Transit Benefits	116,434	116,434	116,434	112,607	112,687	113,404
Capital Bikeshare (CaBi) bicycles	640	698	698	698	765	781
Capital Bikeshare (CaBi) stations	85	92	92	92	100	102
Car-Free Diet Pledges	9,500	7,758	7,347	7,064	7,000	7,000
Car-Free Diet Retail Partners	442	495	460	566	595	625
Commuter Information Center Calls Received	132,019	73,973	45,782	40,807	40,363	39,925
Participants in Bike Arlington Bike Education Classes	202	250	202	276	276	293
Vanpools Formed through ATP Outreach	4	9	4	8	5	6
ATP Multi-Family Residential Building Clients	319	325	335	334	337	341
Brochures Distributed	454,800	470,615	372,228	309,174	307,136	305,126

- Arlington Transportation Partners (ATP) “Clients” are companies in Arlington participating in ATP-facilitated transportation demand management programs and services that provide services or Commuter Benefits programs to their employees, residents, and/or guests/visitors.
- Car-Free Diet Retail Partners are retail establishments that provide a transit map and a take-one box with local transit bus schedules and transportation-related brochures.
- The spike in Commuter information center calls in FY 2016 and FY 2017 is due to the Federal transit benefit increasing from $125/month to $255/month in January 2016, resulting in a higher number of customers calling to update their accounts.
- Commuter information center calls continue to decline in due to an increased usage of online commuter resources.

- Distribution of brochures refers to the number of brochures and timetables delivered to corporate or retail clients and individuals from the ACCS Distibution and Logistics Warehouse as well as those distributed to the community through Commuter Stores. The number has decreased as paper brochure orders on the website have declined and end users are instead coming directly to websites, social media, or smartphones apps for digital information.

TRANSPORTATION ENGINEERING AND OPERATIONS

PROGRAM MISSION

To plan, design, and operate street networks using transportation engineering principles, balancing all transportation modes to achieve safe, efficient, and convenient movement of people and vehicles.

Traffic Operations

- Evaluate requests for traffic control devices including signs, pavement markings, and parking meters.
- Evaluate traffic and parking regulations, issue permits for use of public rights-of-way, prepare traffic and parking regulations, and recommend work zone safety controls.
- Manage databases related to work order processing, traffic collisions, and data processing.
- Evaluate and recommend measures to address requests for safety improvements at intersections and along corridors in collaboration with the County's Vision Zero Plan.
- Establish and maintain traffic control standards and guidelines to ensure standard and consistent traffic management practices.

Residential Permit Parking

- Administer the Residential Permit Parking Program.
- Conduct periodic reviews of the program to identify efficiencies and alignment with broader transportation and community goals.
- Review and update Residential Permit Parking Policy and implementation procedures.

Transportation System Management and Design Program

- Coordinate the County's Vision Zero efforts to include development of the County's Vision Zero Plan, monitoring, and future updates.
- Evaluate and recommend intersection improvements, corridor studies for multi-modal improvements, school zone design, and street light coordination and design.
- Assess safety of Arlington's streets and initiate design projects to address safety issues.
- Ensure all projects within the County incorporate appropriate transportation engineering in the design, construction, and implementation phases.
- Review site plans and maintenance of traffic plans to incorporate appropriate multi-modal principles and provide opportunities for the safe and efficient movement of all users of the roadway network.
- Coordinate the installation of traffic signs and pavement markings by County staff and contractors.

Street Lights

- Install, maintain, and repair approximately 7,750 County-owned streetlights. Track the operation of over 11,250 Dominion Energy streetlights including reporting outages and processing invoices for energy usage.
- Evaluate data (traffic, crashes, crime and public request) to plan for projects to install new streetlights. Target new streetlight installations to enhance safety and accessibility.
- Review site development and engineering plans to incorporate appropriate street lighting design and provide adequate lighting for vehicles and pedestrians.
- Provide inspection services for streetlight construction to ensure that standard equipment is used and proper installation methods are followed.
- Manage shared use of streetlights for private small wireless facilities.

On-street Parking Management

- Install and maintain parking meters in high traffic areas to ensure regular turnover of parking spaces.
- Manage curb space to meet the goals of the Master Transportation Plan Parking element including maximizing the efficiency of curb space.
- Manage parking meter services to ensure proper operation and convenient customer experience.

Off-street Parking Management

- Manage the operations and maintenance of the Arlington Mill Community Center garage, Ballston Parking garage, and other parking facilities managed by Arlington County.

Traffic Signs

- Fabricate, install, maintain, and remove/relocate signs to provide safe and orderly use of County streets.
- Provide support for emergency detours, data collection, message boards, temporary signs, special projects, special fabrication for other departments, and pavement markings.

Traffic Signals

- Install, operate, and maintain all electrical traffic control and warning devices.
- Manage and operate the computerized traffic signal control system that provides centralized control for signalized intersections throughout County.
- Utilize Intelligent Transportation Systems to efficiently monitor, operate, and maintain the County's transportation devices.

Pavement Markings

- Design and maintain pavement markings to ensure delineation and alignment for safer mobility of pedestrians, bicycles, and vehicles.
- Improve street safety and multi-modal operation through redesign and implementation of pavement marking.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, adjustments to salaries resulting from job family studies for trades and planners, the addition of a Design Engineer position ($150,733, 1.0 FTE) added during the FY 2019 closeout process related to Amazon development, the reclassification and transfer in of an Assistant Bureau Chief from the Engineering Bureau to support the increased workload generated by development and resident requests ($175,025, 1.0 FTE), the addition of a Traffic Engineer to support the Customer Complaint Center (C3) Program ($162,250, 1.0 FTE), and the addition of a Traffic Engineer and Streetlight Technician to support the Streetlight Program ($106,407, 2.0 FTEs), partially offset by lower retirement contributions based on current actuarial projections.
  - The Streetlight Program positions noted above will be partially funded by Capital Projects.
- ↑ Non-personnel increases due to the garage administration of the new Lubber Run facility scheduled to open in FY 2021 ($140,000), contractual increases ($13,864), the addition of one-time funds for the purchase of a vehicle for the Streetlight Program positions noted above ($23,000), the addition of one-time funding ($100,000) and ongoing funding

($20,000) for the installation of flood warning sensors in the public right of way at two high risk intersections, the addition of one-time funding to install residential flood sensors for high risk homes ($9,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($53,167).

↓ Fee revenue decreases primarily due to meter revenue ($574,696), partially offset by an inflationary increase of 2.5 percent to fees ($46,479), and an increase to Highway Permits ($347,160) based on aligning budget with actuals.

↑ Grant revenue increases due to an increase in Virginia Department of Transportation (VDOT) funds ($15,218).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,105,320	$6,511,664	$7,202,751	11%
Non-Personnel	5,599,925	5,218,854	5,577,885	7%
Total Expenditures	11,705,245	11,730,518	12,780,636	9%
Fees	14,393,732	14,095,000	13,918,983	-1%
Grants	632,720	667,815	683,033	2%
Total Revenues	15,026,452	14,762,815	14,602,016	-1%
Net Tax Support	($3,321,207)	($3,032,297)	($1,821,380)	-40%
Permanent FTEs	58.50	58.50	63.50	
Temporary FTEs	0.10	0.10	0.10	
Total Authorized FTEs	58.60	58.60	63.60	

PERFORMANCE MEASURES

Residential Permit Parking

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average processing time for new block/extended hours (weeks)	16	16	N/A	N/A	N/A	16
Number of households receiving permits and passes in the residential permit parking program (RPPP)	9,060	9,287	9,244	8,982	9,000	9,000
Number of petitions requests received for new blocks and extended hours	32	41	0	0	0	21

- In FY 2018, staff began an extensive data-gathering and public-engagement effort to develop recommended changes to the Residential Permit Parking Program. This effort requires a large commitment in staff resources and contracted services. The RPP Program review is now estimated to be completed in spring 2020.
- Residents submit a petition to request permit parking on their block and to extend current permit parking restrictions. A moratorium on new restrictions and modifications to existing

restrictions went into effect in August 2017, and will continue until the program review is complete.

- The decline between FY 2018 and FY 2019 in the number of households receiving permits is due in part to the County Board's decision to direct the County Manager to remove restrictions from the streets within the boundaries of the Forest Glen Civic Association effective February 1, 2019. This removed 70 households that had previously purchased permits.
- The number of households receiving permits and passes and the number of petition requests received are expected to remain level for FY 2020 and FY 2021. The review may end with new rules to expand the number of households eligible to apply for the program, but any households added to the program would likely not join the program and receive permits until late FY 2021 or early FY 2022.

Transportation System Management and Design Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Safety modifications	35	45	55	58	60	60
Safety studies	106	157	421	436	450	450

- Safety modifications include low cost signage and/or pavement markings, delineators, curb extensions, and any other measure intended to alter the operations of the roadway system to enhance the safety and access for all users. The increase in safety modifications is due to enhancements to programs that track and monitor safety.
- Safety studies include all-way stop, corridor, intersection, and pedestrian evaluations. Corridor studies are any evaluation completed to justify a speed limit reduction, road diet, or a complete street treatment. Intersection safety studies capture analysis of site distance concerns, access limitations, and general operational safety issues at or near intersections so that appropriate signs and markings can be installed to address identified concerns. Pedestrian studies are evaluations to justify the installation of Rectangular Rapid Flashing Beacons (RRFBs), HAWK Signals, pedestrian-activated warning devices, signage, markings or other innovative measure to improve safety and access. An increase in safety studies is projected due to an increase in received requests and the adoption of Vision Zero. The number of safety studies increased in FY 2018 due to both improved tracking and improved responsiveness to resident requests due to the new customer service system, Customer Care & Communications (C3).

Street Lights Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average Response Time (Days) for County Streetlights - Major (Underground) Repairs	N/A	120	45	70	45	30
Average Response Time (Days) for County Streetlights - Minor Repairs	N/A	30	15	14	14	7
County Owned Streetlights	7,350	7,660	7,700	7,750	7,800	7,850

- The average response time for both major and minor repairs and trouble calls received has been reduced due to increased funding and additional staff. The FY 2019 increase in the average response time for major repairs was due to contract issues which took a significantly longer time to complete and we expect improvements for major repairs in FY 2020 and FY 2021.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Dominion Energy (DE) owned streetlights	11,300	11,150	11,200	11,250	11,300	11,350
Trouble calls received for County streetlights	1,956	1,450	1,183	956	850	800
Trouble calls received for DE streetlights	2,305	2,043	2,098	1,362	1,200	1,100

- The County streetlights count is based on the County's asset management information.
- Historical street light estimates have been adjusted based on Dominion Energy's audit of their streetlights.
- Beginning in FY 2017, the decrease in trouble calls for the County lights is due to proactive maintenance of County LED streetlights where staff conducted a County wide survey to identify and fix unreported outages. The conversion to LED lights also allows staff to identify potential streetlight outages.
- Beginning in FY 2019, the decrease in DE's trouble calls is the result of improved coordination and execution of repairs by Dominion Energy.

On-Street Parking Management

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Metered parking spaces	5,572	5,835	5,759	5,666	5,740	5,750

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Requests for Meter Repair	4,704	4,280	3,915	3,425	3,030	2,610
Percent of meters put back in service within 24 hours	99%	99%	99%	99%	99%	99%
Meter revenue ($000)	$7,924	$8,435	$8,518	$11,562	$11,800	$12,000
Revenue per metered space	$1,422	$1,446	$1,479	$2,041	$2,055	$2,087

- Curb space is a highly-competed resource and the number of meters are affected by construction projects that cause either temporary or sometimes permanent removal of meters. The number of metered spaces County-wide decreased in FY 2018 and FY 2019 due to multiple construction projects in the commercial/mix-use areas. These projects can last several years.
- Meter revenue includes coin and credit card revenue from parking meters and pay-by-cell.

- The FY 2019 meter revenue reflects the meter rate increase and extension of enforcement hours that was implemented in July 2018.

Traffic Signs Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Signs maintained	3,336	7,128	8,769	13,774	13,000	13,000

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Signs in inventory (added & removed)	117,760	123,364	124,329	122,353	122,000	122,000
Percent of emergency signs repaired within 24 hours - Stop, Yield and Do Not Enter	98%	96%	95%	97%	98%	98%
Temporary signs installed	24,291	13,258	15,439	15,679	15,700	15,800
Signs fabricated	2,448	2,773	3,853	3,159	3,050	3,050
New installation of overhead street name blades and regular signs	10	20	49	10	10	10

- Signs maintained indicates the number of signs that were replaced, repaired, relocated, or removed. In FY 2017, the number of signs maintained increased due to full staffing and installation of signs in two Civic Associations on the North and South sides of Arlington.
- In FY 2018, the number of signs maintained continued to increase due to new Marking Projects and completing a Civic Association on the south side of Arlington.
- FY 2019 actuals and FY 2020 estimates reflect full staffing, resource levels and account for a training period for anticipated new hires.
- New overhead and regulatory sign installations increased in FY 2017 and FY 2018 due to signal rebuild/upgrade projects and new street markings and pedestrian signs for motorists. The number decreased in FY 2019 due to staffing shortages.
- Sign fabrication in FY 2017 and FY 2018, sign fabrication gradually increased due to large requests from other County agencies and the volume of signs for marking plans; however, in FY 2019 sign fabrication decreased and will decrease in FY 2020 due to a staffing level adjustment.
- The decrease in temporary signs in FY 2017 was due to an increase in Multi Meter Park Mobile installations. Replacing single head meters with Multi Meters has resulted in a reduction in the number of temporary signs installed on single head meters. Temporary signage increased in FY 2018 due to special events and is anticipated to stay at a high demand level through projected fiscal years.

TRANSPORTATION ENGINEERING AND OPERATIONS

Traffic Signals Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
New traffic signals installed	1	1	0	1	1	1
Signals rebuilt/upgraded	55	8	8	10	10	15

- For FY 2019, a new signal was installed for the Dorothy Hamm Elementary School. In FY 2020, a new signal is in construction as part of the 750 N Glebe development at Glebe Road and 7th St. N. For FY 2021, a new signal is planned at Columbia Pike and Frederick as part of the Columbia Pike Multimodal project.
- The FY 2016 increase for signals rebuilt/upgraded is due to completions of several large projects including the transitway and developer's projects. In FY 2017 and FY 2018, there was a combination of developer projects, capital improvement projects, and signal specific rebuilds. The increase in FY 2019 is due to the construction of several projects including the Ballston Quarter redevelopment (four signal rebuilds). The FY 2019 actual number is lower than originally anticipated due to the Rosslyn Esplanade completion being pushed into FY 2020.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of Closed Circuit Television (CCTV) cameras	171	191	257	286	289	290
Signals optimized	23	42	45	25	60	60
Traffic signals in service	295	296	296	297	298	299
Trouble calls received/addressed	2,150	2,000	1,845	1,586	1,600	1,500

- CCTV's are used to monitor traffic conditions and facilitate incident responses. Beginning in FY 2018, the large increase was due to the completion of the Phase III Fiber project which added approximately 100 CCTV cameras at the existing intersections. The traffic CCTV installations have almost reached saturation with regards to intersection monitoring. Therefore, the pace of installation will slow in future years. Instead, the focus will be for device replacement and obsolescence management.
- Signal optimization is done on a recurring basis with either capital or state funding. In FY 2017, 42 signals were optimized along Glebe Road and others were optimized due to changes in traffic patterns (both temporary and permanent). The Crystal City corridor was optimized in 2018. In FY 2019, the Route 50 corridor was optimized. Additionally, there are several smaller signal optimizations that occurred due to the completion of capital projects or development. In FY 2020, the Lee Highway corridor will be optimized.
- Trouble calls received includes signal maintenance and signal analysis calls made through Public Stuff and other portals. The implementation of a new customer service system, C3, has reduced the number of such calls. The increase in FY 2020 is due to the implementation of additional preventative maintenance initiatives.

Pavement Marking Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Maintenance of marking material (linear feet)	58,215	42,553	98,000	75,000	75,000	75,000
New marking material installation (linear feet)	231,590	262,465	260,000	275,000	260,000	260,000

- Maintenance of pavement markings decreased in FY 2017 due to a shortage in staffing resources and contracting resources. The Bureau was transitioning between the end of the current contract and the initiation of a new contract, so the productivity of remarking/refreshing of pavement markings decreased.
- Maintenance of pavement markings increased in FY 2018 due to staff implementing a proactive remark program at the beginning of the marking season.
- Beginning in FY 2017, there were a number of road reconfiguration projects which required additional markings for dedicated bicycle amenities and vehicular operational measures (i.e. dedicated bike lanes, buffered bike lanes, two-way turn lanes, etc.). These measures often require more material than markings that were previously in place, resulting in an increase in the linear footage of new markings. Marking effort and cost have also increased due to the amount of colorized marking material applied on the street network, which is not reflected in these performance measures. The program to install colorized markings began in 2017 and has increased annually.

CAPITAL ASSETS SUPPORT

PROGRAM MISSION

To manage the County's Capital Program as reflected in the County's Capital Improvement Program (CIP) and annual Capital Management Plan via continual validation, prioritization, integration, and monitoring of capital requirements from the planning and budget phases through the design, construction, and closeout phases.

- Provide financial management and coordination of capital budgets for Facilities Design and Construction and Facilities Maintenance capital projects.
- Monitor expenses, optimize and analyze cash flow, and project bond sale requirements.
- Work jointly with the Department of Management and Finance to develop, prepare, negotiate, present, and manage the biennial CIP and annual Capital Management Plan.
- Provide coordination of County-wide CIP submissions and provide technical analysis of departmental requests for CIP and Capital Management Plan.
- Monitor the capital program using e-Builder.
- Prioritize and prepare budget plans for capital needs funded through annual Pay-As-You-Go (PAYG) allocations.

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$530,273	$450,044	$459,453	2%
Non-Personnel	463	12,412	12,412	-
Total Expenditures	530,736	462,456	471,865	2%
Total Revenues	-	-	-	-
Net Tax Support	$530,736	$462,456	$471,865	2%
Permanent FTEs	3.00	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	3.00	3.00	

ENGINEERING BUREAU

PROGRAM MISSION

To design and construct capital infrastructure projects.

- Provide professional and technical expertise to prepare preliminary engineering and final designs for County transportation, wet utility, stormwater, and Neighborhood Conservation projects.
- Oversee and manage the construction of capital infrastructure projects.
- Prepare plats for property acquisitions and serve as the County's expert in land disputes.
- Inspect and maintain 35 vehicular and pedestrian bridges.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections and the transfer out of a Survey Instrument Operator to the Transportation, Engineering, and Operations Line of Business ($77,300, 1.0 FTE).
- ↑ Non-personnel increases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($5,562).
- ↓ Intra-County Charges decreases due to the allocation of costs for reimbursable services to the Utility Fund ($5,566).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,864,114	$2,627,666	$2,674,650	2%
Non-Personnel	360,048	415,819	421,381	1%
Subtotal	3,224,162	3,043,485	3,096,031	2%
Intra-County Charges	(77,374)	(101,520)	(95,954)	-5%
Total Expenditures	3,146,788	2,941,965	3,000,077	2%
Fees	1,382	-	-	-
Total Revenues	1,382	-	-	-
Net Tax Support	$3,145,406	$2,941,965	$3,000,077	2%
Permanent FTEs	51.00	50.00	49.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	51.30	50.30	49.30	

PERFORMANCE MEASURES

Engineering Bureau

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cost Value of projects built	\$11.5M	\$20.0M	\$19.0M	\$18.5M	\$25.2M	\$28.9M
Cost Value of projects designed	\$11.5M	\$33.0M	\$15.5M	\$29.5M	\$33.0M	\$28.9M

- The number of projects designed and built each year depends on the size and complexity of each project; therefore, the performance measure represents the dollar value of projects for which construction plans have been completed and the dollar value of projects for which construction management services have been provided.

FACILITIES DESIGN AND CONSTRUCTION

PROGRAM MISSION

To plan, design, and manage the construction, renovation and demolition or removal, of over 90 County facilities and 4.3 million square feet including the management of major new transit facilities and infrastructure improvement projects that support bus and rail services.

- Establish programs, goals, and budgets for new construction or renovation of County facilities in conjunction with County departments and other County line functions requiring facility improvements.
- Manage the planning, design, and construction of capital projects through selected design professionals and construction contractors.
- Provide interior design, furnishing, and space planning for best use of County office, operational, and storage spaces and planning and site utilization for outdoor spaces.
- Maintain facility condition assessments to aid in establishing one to 20-year expenditures projections needed to maintain a state of good repair in our operating facilities.
- Conduct Feasibility Studies focused on near term and intermediate range planning to define options in response to evolving facility needs, including assessment of opportunities for property acquisition and repurposing.
- Lead long range planning efforts, including facilities needs assessments and long-range public facilities plans in coordination with CPHD. Provide information to and staff support for the Joint Facilities Advisory Commission (JFAC) and other project specific advisory planning groups. Propose flexible use of facilities over time to meet the dynamic needs of the operating and support departments in their missions.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and the addition of a Facilities Planner Architect ($81,254, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections.
    - The total salary with benefits for the Facilities Planner Architect position noted above is $162,508; however, 50 percent of the funding for this position will be budgeted and charged to Capital Projects.
- ↓ Non-personnel decreases due to a decrease in rent ($14,141).

FACILITIES DESIGN AND CONSTRUCTION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,122,340	$966,577	$1,089,735	13%
Non-Personnel	195,152	146,607	132,466	-10%
Total Expenditures	1,317,492	1,113,184	1,222,201	10%
Total Revenues	-	-	-	-
Net Tax Support	$1,317,492	$1,113,184	$1,222,201	10%
Permanent FTEs	8.00	10.00	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	10.00	11.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Capital project expenditures ($000's)	$12,000	$22,300	$36,300	$29,292	$35,700	$13,300
Capital projects in design and construction	16	15	15	12	17	9

- The capital project expenditures and projects in design and construction are expected to decrease in FY 2021 based on the projects and funding currently approved in the CIP. In practice, capital projects span multiple years and the projected workload varies not only by the number of projects but the size, dollar amount, and degree of community engagement.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Interior expenditures ($000's)	$1,120	$1,200	$1,000	$1,005	$1,000	$1,000
Interior renovation/repair activities	664	665	600	550	600	600

- The interior expenditures and activities are expected to remain consistent with prior year expenditures.

REAL ESTATE BUREAU

PROGRAM MISSION

To ensure that County agencies have the property and facilities necessary to fulfill their missions and to foster the County's economic and fiscal sustainability.

- Acquire and dispose of real property to support various County Departments' individual core missions.
- Negotiate and administer leases and licenses for the County, either as lessor or lessee to maximize the County's flexibility in its use of real property.
- Process vacations of and encroachments upon County real property in a manner that benefits the County and the community.
- Acquire right-of-way real estate interests that support many of the County's capital improvement projects and provide a benefit to the County.
- Obtain development easements that require improvements to private property as part of a negotiated site plan process.
- Negotiate partnership agreements with private developers to maximize public benefit.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, an increase in the County's cost for employee health insurance, and the reclassification and transfer in of a position from the Facilities Management Bureau to serve as a Management Specialist focusing on records retention and management ($100,305, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections.
  - The Management Specialist position noted above will charge 50 percent of their payroll to the Utilities Fund.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($43).
- ↓ Revenue decreases due to the transfer of Waste to Energy Facility rental income to the Solid Waste Bureau ($111,485), and other County lease adjustments ($18,324).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,132,534	$1,112,484	$1,227,987	10%
Non-Personnel	128,042	65,157	65,114	-
Total Expenditures	1,260,576	1,177,641	1,293,101	10%
Fees	2,891,053	981,664	851,855	-13%
Total Revenues	2,891,053	981,664	851,855	-13%
Net Tax Support	($1,630,477)	$195,977	$441,246	125%
Permanent FTEs	9.00	9.00	10.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	9.00	9.00	10.00	

REAL ESTATE BUREAU

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Encroachments/vacations	15	16	25	22	30	27
Number of leases approved	14	18	13	22	9	15
Number of properties acquired	4	5	10	8	6	7
Other real estate agreements completed	15	27	19	30	33	31
Right of way agreements acquired	94	119	77	90	52	71

FACILITIES MANAGEMENT BUREAU

PROGRAM MISSION

To manage, maintain, and support the County's facilities and motor pool and to provide various internal support functions for the general operation of the County government.

Facilities Management

- Provide 24/7 maintenance, repair, custodial, and motor pool services with in-house and contracted staff to over 90 County facilities and 4.3 million square feet to ensure that they are safe, functional, clean, comfortable, and energy efficient.
- Provide contract and construction management services for the Facilities Management Bureau and AIRE capital projects, equipment repair and replacement projects, and design/construction and mechanical, electrical, and plumbing review.
- Provide contract services for security fire alarm, sprinkler, and building automation systems, including monitoring, direct replacement system planning, and installation for County owned facilities.
- Provide contract services for preventive and corrective maintenance for Critical Systems Infrastructure (CSI), including emergency generators, transfer switches, UPS and HVAC in support of IT (Network Operations Centers) and Public Safety communication systems and infrastructure.
- Administer the building maintenance sections of the lease at Bozman Government Center.

Custodial Services

- Provide comprehensive janitorial cleaning services to over 90 County facilities with in-house and contracted staff in compliance with established standards.
- Provide window cleaning, pest control, trash removal, garage cleaning, and snow removal services to several County facilities.
- Administer the custodial service sections of the lease at Bozman Government Center.

Motor Pool

- Provide and manage supply needs for Facilities Maintenance, Custodial Services, and Print Shop.
- Maintain the electronic security system in Bozman Government Center and Court Square West.
- Manage the employee parking program for the Justice Center, Bozman Government Center, and Court Square West.
- Provide and manage a fleet of County vehicles that are not assigned to specific programs and are available for County staff on a short-term, as-needed basis.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, an increase in the County's cost for employee health insurance, and the addition of a Building Engineer for the Lubber Run Community Center ($100,090, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections and the transfer out and reclassification of a vacant Building Engineer to the Real Estate Bureau for records retention and management ($100,090, 1.0 FTE).
- ↑ Non-personnel increases due to contractual increases ($130,352), a reallocation of funds to contracted services ($200,180), ongoing funding to provide facilities management services at

the new Lubber Run Recreation Center ($604,645), one-time funds for the purchase of a vehicle to support the new Lubber Run Recreation Center ($30,000), transfer in of Non-Departmental funds to manage facility security ID services ($93,000), the County's share of maintenance for the new Fleet School garage on 115 S. Old Glebe Road adjacent to Thomas Jefferson Middle School ($30,000), adjustments to the annual expense for maintenance and replacement of County vehicles ($3,875), and additional funding added for preventative maintenance ($100,000). These increases are partially offset by the transfer of Security Maintenance funding to the Sheriff's Office ($340,000).

↑ Intra-County charges increase due to the allocation of costs for reimbursable services to other departments ($103,554).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,259,383	$6,249,976	$6,477,808	4%
Non-Personnel	12,136,718	11,233,109	12,085,161	8%
Subtotal	17,396,101	17,483,085	18,562,969	6%
Intra-County Charges	(59,618)	-	(103,554)	-
Total Expenditures	17,336,483	17,483,085	18,459,415	6%
Fees	97,644	78,000	78,000	-
Total Revenues	97,644	78,000	78,000	-
Net Tax Support	$17,238,839	$17,405,085	$18,381,415	6%
Permanent FTEs	60.00	59.00	59.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	60.00	59.00	59.00	

PERFORMANCE MEASURES

Custodial Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of inspections in compliance with standards	96%	96%	96%	96%	97%	97%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Inspections completed per year	219	228	226	240	240	240
Work orders processed per year	157	149	152	151	155	155

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

PROGRAM MISSION

The Arlington Initiative to Rethink Energy (AIRE) serves as the County's core agency for energy, climate and resilience objectives. This role is executed as (1) a direct implementer and developer of programs, projects and policies, (2) facilitates and leverages support across other County offices and divisions, and (3) as administrator and implementer of community-facing programs and policies. This matrixed approach serves the County's dual strategies of government leading by example, and as a strategic partner driving community behavioral change for a competitive, resilient and prosperous region. AIRE is committed to energy practices that will make Arlington County a more prosperous, healthful, safe, and secure place to live, work, and play. To achieve this objective, we will:

- Reduce greenhouse gases (GHG) in Arlington County from County operations and across the community as a whole;
- Improve local energy reliability and energy affordability through energy efficiency, renewable energy, and other new technologies;
- Assess emerging energy systems and infrastructure (such as electrification, distributed generation and microgrids) for local application, value, and optimization;
- Provide green building site plan review, education, and outreach services to residents and businesses to encourage construction of energy efficient new buildings as well as renovation of existing facilities;
- Implement an original local government portfolio of community-facing programs, and stimulate public-private partnerships that leverage opportunities and stimulate new funding mechanisms and sustainable networks;
- Provide creative public education events and resources to residents and businesses to encourage energy efficiency, energy security, cost savings, and greenhouse gas reduction; and
- Consult and support the County's regulatory and legislative activities in furtherance of energy and sustainability policies.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to adjustments that account for staff vacancies, and lower retirement contributions based on current actuarial contributions, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners.
- ↑ Non-personnel increases primarily due to the addition of one-time funding to assist with investigating and developing initiatives to deliver under the County's recently-adopted Community Energy Plan ($150,000), the addition of on-going funding for the maintenance and replacement costs for 28 electric vehicles that will be purchased in FY 2020 by the Automotive Equipment Fund ($37,401), partially offset by the removal of one-time funding for the Minor Hill pumping station solar array feasibility study ($50,000).

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,288,509	$1,352,046	$1,325,125	-2%
Non-Personnel	371,477	336,019	473,352	41%
Total Expenditures	1,659,986	1,688,065	1,798,477	7%
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Tax Support	$1,659,986	$1,688,065	$1,798,477	7%
Permanent FTEs	8.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	8.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Change in GHG emissions across the community (in tons of CO2) from prior year	-46,033	-10,000	-30,000	-35,000	-35,000	-45,000
Change in GHG emissions across the County operations (in tons of CO2) from prior year	-4,099	-880	-1,000	-1,000	-1,000	-1,000
Percent of decrease in energy consumption in County facilities from year to year	-5%	-1%	-0%	-1%	-2%	-2%
Share of County government operations electricity use met with renewable energy, including renewable energy certificates (RECs)	25%	29%	29%	29%	30%	32%

- Change in GHG emissions for the community are estimates based on data from local energy utilities and reflect local economic activity, weather, and the results of the AIRE program partnering with businesses and residents on a variety of clean energy programs.
- Change in GHG emissions in tons of CO_2 for County operations reflects the impact of energy efficiency projects, green power purchases, and changing fuel mixes in the County as the County strives to reduce Arlington County government services GHG emissions by 42 percent in 2020, from a 2007 baseline.

OPERATIONS MANAGEMENT

PROGRAM MISSION

To provide leadership and oversight to the Operations Service Area, which encompasses the Equipment Bureau, the Solid Waste Bureau, Water, Sewer, and Streets Bureau, Water Pollution Control Bureau, and the Customer Service Office.

- Provide policy direction.
- Ensure the Operations Service Area staff and management have the resources and tools necessary to fulfill their program missions.
- Promote excellent customer service and quality services throughout the Service Area.
- Represent the County in regional and inter-jurisdictional relationships concerning drinking water, waste water, and solid waste.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, and providing cost effective services.
- Ensure compliance with all relevant laws and requirements, including state and federal environmental, transportation, and labor-related laws.
- Coordinate the provision of departmental emergency preparedness and services provided by workgroups.
- Coordinate the provision of cyclical and seasonal services provided by workgroups, including snow removal, leaf collection, and household hazardous waste collection events.
- Assist in coordination and space management of the Trades Center complex's increasing and evolving needs with other agencies (Arlington County Public Schools, Department of Parks and Recreation, Arlington County Police Department, Animal Welfare League of Arlington, and the Arlington County Fire Department), including common area improvements, parking, snow removal, security infrastructure, and general maintenance.
- Ensure safe work practices and systems throughout the Operations Service Area to ensure the safest work environment possible.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to adjustments to reflect actual salaries, lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.

↑ Intra-County Charges increase due to an adjustment in eligible reimbursable expenses for services provided within the organization ($16,107).

OPERATIONS MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$368,317	$384,090	$367,897	-4%
Non-Personnel	31,955	20,250	20,250	-
Subtotal	400,272	404,340	388,147	-4%
Intra-County Charges	(233,634)	(212,247)	(228,354)	8%
Total Expenditures	166,638	192,093	159,793	-17%
Total Revenues	-	-	-	-
Net Tax Support	$166,638	$192,093	$159,793	-17%
Permanent FTEs	2.00	2.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	2.00	2.00	2.00	

WATER, SEWER, AND STREETS BUREAU

PROGRAM MISSION

The mission of the General Fund portion of the Water, Sewer, and Streets Bureau is to maintain the County's streets, sidewalks, and stormwater infrastructure.

Concrete Maintenance

- Address deficiencies in concrete curbs, gutters, and sidewalks in low density residential areas and in designated high-density and commercial areas.
- Repair concrete curbs, gutters, and sidewalks prior to repaving streets to prevent damage to new pavement.
- Make repairs pursuant to complaints and provide out-of-cycle maintenance. Crews also supplement other maintenance and small construction needs.
- Repair and replace storm sewer catch basins and repair drainage structures.

Asphalt Maintenance

- Provide a preventive maintenance and repair program for County streets to preserve the asphalt base and maintain surfaces to extend their useful life. Maintenance includes patching of potholes, pavement preparation prior to paving or slurry, seal or micro-surfacing, routine patching of failed pavement areas, and structural spot improvements.

General Maintenance

- Provide pooled resources for miscellaneous concrete work and guard rail and County fence maintenance and repairs.

Capital Construction

- Provide in-house construction services for Neighborhood Conservation curb, gutter, and sidewalk projects and other Capital Improvement Program (CIP) funded projects such as storm sewer improvements, bus stops, and ADA ramps. Teams and their equipment are also available for snow removal and other emergency needs.

Emergency Response

- Keep arterial streets open for public transportation and emergency vehicles during snow storms and promptly treat all remaining streets as needed following storms.
- Remove debris and address stormwater issues for hurricanes and other weather-related emergencies.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an adjustment that accounts for the compensation study for trades/planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time funds to support a sidewalk condition assessment ($300,000), additional funding for concrete maintenance ($300,000), contractual services increases ($35,600), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($90,671).
- ↑ Intra-County Charges increases due to the addition of an Administrative Specialist in the Utilities Fund, which will be partially funded by the General Fund ($28,020).

WATER, SEWER, AND STREETS BUREAU

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,737,126	$5,036,312	$5,091,180	1%
Non-Personnel	3,569,821	3,982,740	4,527,669	14%
Subtotal	8,306,947	9,019,052	9,618,849	7%
Intra-County Charges	-	-	28,020	-
Total Expenditures	8,306,947	9,019,052	9,646,869	7%
Fees	60,070	55,000	55,000	-
Total Revenues	60,070	55,000	55,000	-
Net Tax Support	$8,246,877	$8,964,052	$9,591,869	7%
Permanent FTEs	53.00	53.00	53.00	
Temporary FTEs	1.00	1.00	1.00	
Total Authorized FTEs	54.00	54.00	54.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Asphalt Maintenance Cost per Lane Mile	$2,132	$1,431	$1,905	$1,601	$2,000	$2,000
Curb, gutter and sidewalks repaired and replaced (measured in Linear Feet)	N/A	12,446	8,372	7,369	10,000	10,000
Number of Potholes Repaired	9,988	3,623	2,650	5,637	5,000	5,000
Pavement Condition Index (PCI)	68	71	74.6	75.9	74	76
Percent Lane Miles of County Streets Paved in Calendar Year	9.2%	9.0%	8.1%	7.2%	7.5%	7.5%
Snow Mobilization/Snow Operations (Days)	9/20	10/14	14/21	14/20	12/20	14/20
Snow Ops Salt Usage/Winter (Tons)	7,000	3,700	5,800	7,500	6,000	6,000

- Maintenance operations are based on all asphalt maintenance work divided by lane miles. Lane miles in Arlington County have been increased from 974 to 1,059 in FY 2018 due to calculation methodology changes in 2017 and accepted by VDOT and also the addition of Fairfax Drive and 10th Street North.
- Curb, Gutter, and Sidewalks Repaired and Replaced – The unit of measure equates volume of concrete used in all repairs into an equivalent linear footage of curb, gutter, and sidewalk combined. The drop in FY 2018 and FY 2019 is due to a revised measuring methodology.
- Potholes Repaired fluctuates based on the number of weather events and temperature changes. In FY 2017 and FY 2018, there was limited snow and winter weather as well as increased paving efforts throughout the County.
- Snow Mobilization /Snow Operations Days – Snow mobilizations consist of number of times crews and equipment are mobilized to prepare and to pretreat the roads for snow or ice. Snow Operation Days are consecutive days worked for a particular event clearing street, bridges, etc.
- The decrease in FY 2017 salt usage is due to having fewer and shorter events requiring less salt.

SOLID WASTE BUREAU

PROGRAM MISSION

The Solid Waste Bureau's mission is to make Arlington a more attractive and sustainable place to live, work, and play for current and future generations. We accomplish this by preserving natural resources, recovering resources, and providing community cleanliness services. The Solid Waste Bureau provides cost-effective, convenient, and comprehensive solid waste services to County residents.

Residential Trash and Recycling Collections

- Manage the weekly collection of trash, recyclables, and yard trimmings from approximately 33,200 households. Collections are performed by a contracted hauler. Appliances, scrap metal, and electronics waste can also be collected upon request.

Residential Solid Waste Disposal and Recyclables Processing Contract Administration

- Perform contract management for 27,100 tons of residential garbage disposal at Covanta Arlington/Alexandria Waste-to-Energy (WTE) facility.
- Provide contract management for 14,000 tons of single-stream recyclables collected from curbside, drop-off centers, and County and APS facilities.
- Administer agreement for year-round processing of approximately 3,000 tons of residential yard waste materials.

Business/Multi-family Recycling Compliance

- Administer and enforce the Trash, Recycling and Care of Premises Code on mandatory recycling at businesses and multi-family properties.
- Promote recycling, perform inspections, and provide technical assistance to business and multi-family properties.

County Facility and Arlington Public Schools Collections

- Provide recycling and garbage collection support including contract administration, provision of collection containers, program outreach, and technical support for designated County and APS facilities.

Community Drop-Off Recycling Centers

- Provide recycling center collection and maintenance services to mixed recycling, cardboard and glass containers at the two County recycling drop-off centers, as well as the containers at the three glass-only drop-off stations.

Education and Outreach

- Collaborate with DES Communication staff to inform and educate program users about County waste reduction efforts and other Bureau services through the production and distribution of educational materials and service guides.

Supplemental Residential Services (Solid Waste Bureau (SWB) Operations)

- Provide special curbside collection of brush, Christmas trees and auto batteries, in addition to providing mulch delivery to residential solid waste customers. The SWB also collects scrap metal and appliances dropped off by residents at the Earth Products Recycling Yard.

Earth Products Recycling

- Process and recycle materials collected from various residential programs, County agencies, and the Arlington County Public Schools to make leaf mulch, wood mulch, aggregate materials, compost and topsoil for use in County related maintenance and construction projects.
- Provide recycling center collection and maintenance services.

Leaf Collection

- Collect loose leaves raked to the curb in residential Civic Associations.
- Distribute bio-degradable bags to select community centers for residents to pick up and use during leaf season.

Street Sweeping, Litter Control and Beautification

- Provide residential, commercial, and bike lane sweeping.
- Collect litter in commercial areas, at bus stops, along on-street bike routes, and along heavily traveled pedestrian routes.
- Provide bus stop and bus shelter repair, maintenance, and cleaning.
- Perform graffiti removal.
- Provide snow removal along Columbia Pike corridor and for protected bike lanes in the County.
- Perform landscaping activities along Columbia Pike corridor, including weed control and mulching.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to increases in disposable costs driven primarily by the recycling markets ($409,832), adjustments to the annual expense for maintenance and replacement of County vehicles ($194,394), contractual services increases ($58,507), charges by the Utility Fund to support the Call Center ($13,755), and operation and maintenance costs for Covanta WTE facility ($8,075).
- ↑ Revenue increases due to an increase in the Household Solid Waste Rate ($455,504), partially offset by a decrease in mulch fees ($25,000) and rental income for the Waste to Energy Facility ($48,514) based on aligning budget with actuals.
- The Household Solid Waste Rate is proposed to increase from $306.00 to $319.03 as a result of the increase in disposable costs for recycling.
- ↑ Intra-county charges increases due to filling several Street Sweeper staff vacancies ($97,761).

SOLID WASTE BUREAU

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,561,022	$4,299,263	$4,359,926	1%
Non-Personnel	9,982,423	9,950,109	10,634,672	7%
Subtotal	13,543,445	14,249,372	14,994,598	5%
Intra-County Charges	(579,287)	(479,707)	(577,468)	20%
Total Expenditures	12,964,158	13,769,665	14,417,130	5%
Fees	11,241,061	11,017,724	11,399,714	3%
Grants	30,423	-	-	-
Transfer from other funds	35,721	35,721	35,721	-
Total Revenues	11,307,205	11,053,445	11,435,435	3%
Net Tax Support	$1,656,953	$2,716,220	$2,981,695	10%
Permanent FTEs	46.00	41.00	41.00	
Temporary FTEs	6.10	6.10	6.10	
Total Authorized FTEs	52.10	47.10	47.10	

PERFORMANCE MEASURES

Solid Waste Generation and Disposal (includes residential, commercial, and institutional)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
County's overall recycling and diversion rate as confirmed by Virginia Department of Environmental Quality	47.0%	48.5%	49.0%	50.2%	49.2%	49.4%

- The SWB expects a small increase in the overall recycling rate due to: 1) additional glass recycling facilitated by the addition of three additional glass recycling collection bins in the County; and 2) increased organics collection volumes.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
MSW generation per capita (tons)	.89	.85	.86	.83	.84	.85
Total Tons of MSW Generated	184,285	189,400	194,400	197,300	199,273	201,266

- Overall Municipal Solid Waste (MSW) generation is expected to grow at approximately one percent annually due to population and economic growth. US Census estimates Arlington's population was 237,531 as of July 2018.

Multi-family Recycling Compliance

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of recycling compliance inspections performed by inspectors	1,683	3,500	1,281	2,449	2,900	2,900
Percent of commercial properties in full compliance	36%	45%	54%	85%	90%	93%

- Regulations for commercial and multi-family properties that went into effect in FY 2017 require properties to provide front of store recycling services for guests, tenants and visitors. This change also increased the number of properties subject to inspection by nearly three times.
- Recycling Outreach staff began issuing Notice of Violations, Order of Corrections, and Civil Penalties in FY 2018, which has increased compliance.
- Program efforts for FY 2021 are focused on bringing properties into full compliance. There was a significant increase in compliance in FY 2020 and this trend should continue into FY 2021.
- The Arlington County Code Chapter 10 changes that went into effect July 1, 2018 reduced the annual number of inspections from approximately 4,200 to 2,500. However, an increase in commerce, namely in the Ballston corridor and the Crystal City area, has resulted in an increase of Certificate of Occupancies issued. Although many of these businesses fall into the three-year inspection cycle, they all need an initial recycling inspection within their first year of operation. Therefore, the number of businesses requiring inspections in FY 2020 is expected to increase to approximately 2,900.

Government Facilities

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of waste recycled from Arlington County Agencies	N/A	31%	44%	44%	44%	44%

- The percent of waste recycled from Arlington County agencies is calculated through data collection from scales on the collection vehicles to account for weekly trash, recyclables, and food scraps collection for approximately 40 County-owned facilities.

Residential Services Program

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average missed collections (trash, recycling, organics) per month	55	174	184	181	236	181
Curbside recycling tonnage	14,064	13,733	13,562	12,968	10,437	10,437
Curbside trash tonnage	33,757	27,027	26,786	27,367	28,534	29,675
Curbside yard trimmings tonnage	460	7,242	8,385	9,162	10,034	10,034
Customer satisfaction with residential services	90%	95%	90%	90%	90%	90%

- Beginning in FY 2020, estimates for curbside recycling and trash tonnage reflect an estimated 2,000 tons of glass removed from the recycle stream and added to the waste stream.
- Collected yard trimmings are composted at the Loudoun Composting yard from May through October and the Earth Products Yard from November through April.
- The established standard for customer satisfaction is 90 percent based on monthly customer service surveys that ask county citizens to rate programs.
- With the introduction of our organics green cart collection program in 2016, the number of residential carts to be collected has increased, as well as a correlating increase in missed collections. The spike in missed collections in 2020 is most likely attributed to the July flood event.

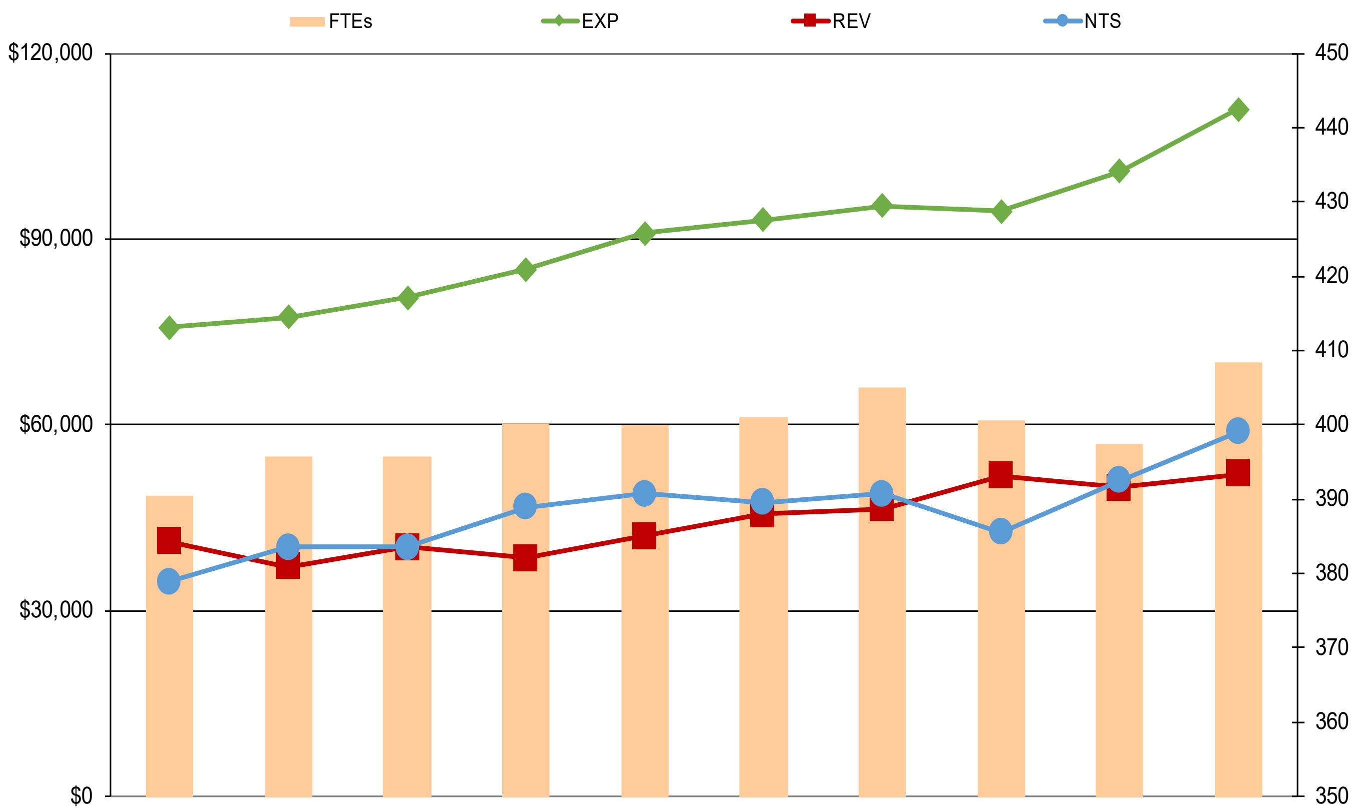
Sweeping/Litter Control Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of lane miles swept	11,404	11,257	11,297	11,585	9,950	9,950
Protected Bike Lanes miles swept	3.88	5.80	15.75	18.1	25	25

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Sweeper material collected (tons)	1,891	1,367	1,433	1,539	1,000	1,000

- In urban areas like Arlington, where space is limited for regional stormwater facilities, street sweeping is a cost effective approach to remove sediments and associated pollutants that accumulate on streets before they wash into streams.
- The official street sweeping program occurs from March of each year and runs through October. Drivers are required to sweep 30 miles of road each day.
- In FY 2020, the SWB eliminated one sweeper truck and one FTE related to sweeping, which resulted in a reduction of service from seven residential passes per year to four passes. The protected bike lane passes remained at seven and the commercial sweeping continued to provide 26 passes throughout the fiscal year.
- The SWB expects protected bike lanes to continue being built in the County. Servicing the protected bike lanes requires specialized narrow equipment for sweeping or snow removal. In addition to operating at slower speeds, this equipment is normally trailered to the bike lane locations, which requires additional loading and unloading time. As the protected bike lane mileage increases, workload challenges will be created.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$75,750	$77,420	$80,534	$85,162	$90,929	$93,100	$95,403	$94,454	$100,909	$110,905
REV	$41,117	$37,145	$40,257	$38,503	$42,005	$45,605	$46,475	$51,844	$49,835	$52,040
NTS	$34,633	$40,275	$40,277	$46,659	$48,924	$47,495	$48,928	$42,610	$51,074	$58,865
FTEs	390.50	395.70	395.70	400.20	400.00	401.00	405.00	400.50	397.50	408.50

Fiscal Year	Description	FTEs
FY 2012	▪ Personnel includes the County Board's approval of a one percent one-time lump sum payment for employees at the top step ($64,981).	
	▪ The County Board approved 2.0 FTE for capital project staffing: 1.0 FTE Design Engineer in Engineering and 1.0 FTE Capital Projects Manager in Transportation Planning (positions will be charged to the capital funds; there will be no cost to the General Fund). Operating expenses ($14,690) for those positions are included in the non-personnel expense and reimbursed through Intra-County Charges.	2.0
	▪ The County Board restored 2.0 FTEs in Development services: a Construction Management Specialist ($113,137) and a Planner position ($123,336).	2.0
	▪ The County Board added support of the Community Energy Plan (CEP) by adding a two-year limited term FTE ($204,000 over two years) for CEP implementation planning and $365,000 in one-time funding for implementation consulting services.	1.0
	▪ The County Board added 0.5 FTE in Facilities Management Services for support of additional square footage added to the County ($40,918).	0.5
	▪ The County Board added direct ART bus service from Columbia Heights West to the Warren G. Stambaugh Human Services Center on Washington Boulevard. Funding will be reallocated from Metro contingency funds.	
	▪ Conversion of 0.5 Temporary FTE to 0.5 Permanent FTE in Facilities Management Services for support of additional square footage added to the County.	
	▪ Reallocation of 3.0 FTE from Non-Departmental for transportation capital project staffing: 1.0 FTE Senior Capital Projects Coordinator, 1.0 FTE Streetcar Program Manager, and 1.0 FTE Design Team Engineer (Complete Streets). These positions will be charged to the capital funds and there will be no cost to the General Fund.	3.0
	▪ In FreshAire, two overstrength positions continue to be funded.	
	▪ Transfer of 1.0 FTE from the Printing Fund for the Safety Program.	1.0
	▪ Transfer of 1.0 FTE from the Utilities Fund to centralize the Communications effort.	1.0
	▪ Reallocation of 5.0 FTE from Non-Departmental for converting the Heating, Ventilation, and Air Conditioning (HVAC) preventative maintenance from contract to in-house personnel.	5.0

Fiscal Year	Description	FTEs

- Non-personnel expense includes the County Board approved one-time funding of $365,000 for Community Energy Plan (CEP) implementation consultants and operating expenses related to 2.0 FTE approved by the County Board for capital projects ($14,690). The non-personnel category as a whole decreases less than one percent due to a change in responsibility for HVAC preventative maintenance ($549,280), elimination of FY 2011 one-time capital expenses for multi-space parking meters ($77,000), elimination of FY 2011 one-time snow removal equipment funding ($100,000), reduction in the costs of refuse collection ($232,210) and disposal fees at the Waste-To-Energy Plant ($379,306) due to the success of single stream recycling, electricity savings due to upgrading lighting to LED ($82,353) and energy efficiencies in facilities ($50,000), and reallocating funds to personnel in Fresh Aire ($162,290). These decreases are partially offset by increases related to Fire Station 3 maintenance ($66,326), transferring responsibility of maintenance from Department of Technology Services (DTS) to DES for the Network Operations Center (NOC) ($279,000), addition of mandated weekly fire pump testing ($42,224), an adjustment to the annual expense for the maintenance and replacement of County vehicles including additional expenses for new HVAC maintenance staff vehicles ($16,109), monthly web service fees for additional multi-space meters ($88,744), operating expenses related to staffing for capital projects ($22,160), additional recycling carts ($10,268), increase in the master lease payment for the tub grinder ($45,974), and non-discretionary contractual increases ($187,837).
- Transit-specific non-personnel increases reflect non-discretionary contractual increases related to bus operations ($274,693), the balance of full year costs for improvements to ART 41, 42, 74, 75, and 87 ($95,542), additional costs for maintenance and support of the ART bus system real-time information system ($18,330), fuel services at the WMATA facility ($10,944), and maintenance at the ART facility ($15,859).
- Intra-County Charges increase due to personnel expenses for those positions being charged back to other funds and departments, as well as for the Communications effort, Safety Program, and non-personnel expenses related to the 3.0 FTEs reallocated for capital projects.
- Revenue increases include higher fare box receipts from new and expanded ART routes ($245,766), and increases in recycling revenues including plastic, cans and glass recycling revenue ($11,136), sale of white goods ($10,728), and curbside recycling ($105,500), which is partially offset by a reduction in construction related permit revenues ($75,000), recycling civil penalties decrease due to increased compliance ($33,540), and decrease in lease agreements managed ($11,244).
- The parking meter revenue reflects a rate increase of $0.25 per hour on long and short term parking as well as the installation of additional multi-space meters ($2,043,230). The rate for short term parking (4 hours or less) will increase from $1.00/hour to $1.25/hour. The rate for long term parking (4 or more hours) will increase from $0.75/hour to $1.00/hour.

Fiscal Year	Description	FTEs
	▪ The Household Solid Waste Rate (HSWR) reflects a decrease of $18.52 ($582,811), or 5.38 percent less than the FY 2011 rate, resulting in a new annual rate of $325.72. The rate reflects a decrease in the number of tons of refuse disposed of at the Waste-To-Energy Plant and a decrease in the cost of refuse collection.	
	▪ Appliance pick-up fee decreased from $20 per appliance to a $10 administrative fee per site visit (regardless of the number of appliances) ($27,250).	
FY 2013	▪ 2.0 FTEs were added in the Engineering Bureau to provide critical staffing needed to implement capital projects (positions will be charged to capital funds; there is no cost to the General Fund).	2.0
	▪ 1.0 FTE was added for a Parking Planner in Transportation Engineering and Operations through a reallocation of non-personnel consultant funding for parking planning services ($64,407).	1.0
	▪ Six months of one-time funding was added to fund the addition of 2.0 FTEs in Development Services for the Permitting and Customer Service Section ($92,526).	2.0
	▪ 0.2 FTE was transferred from the Utilities Fund to the Office of the Director in the General Fund for expanded human resource service support.	0.2
	▪ Personnel increases reflect the reclassification of positions identified to be substantially below comparative pay studies.	
	▪ Transit expenses increase to reflect an increase in fuel costs for expanded bus service and rate increase ($186,743), rent for the ARTHOUSE bus maintenance facility ($72,835), and bus operating maintenance expenses ($75,477). Transit revenue includes higher fare box receipts from expanded ART routes ($200,000) and higher business contributions for ART service ($91,940).	
	▪ Non-personnel expenses increase for the master lease payment for the tub grinder ($22,274), inflationary increases for operating supplies ($25,892) and operating equipment ($9,331), fuel for back-up generators ($5,000), and non-discretionary contractual increases ($533,564).	
	▪ Increased costs for maintenance and replacement of County vehicles ($42,259).	
	▪ FY 2012 one-time funding for the Community Energy Plan implementation ($465,000) was eliminated in FY 2013.	
	▪ The Fire Department transferred $50,000 to the Facilities Management Bureau within DES for fire station bay door maintenance and repairs.	
	▪ Expenditures and revenues related to Commuter Services grants increase ($2,049,540) to properly reflect state grant awards. The addition of regional program expenses related to Commuter Services ($960,000) is entirely offset by the associated commission revenue ($960,000).	

Fiscal Year	Description	FTEs
	▪ Intra-County Charges decrease primarily due to a change in accounting practices and is offset by a reduction in non-personnel expenses ($263,803) in the Water, Sewer and Streets Bureau. Other adjustments to Intra-County Charges are due to various personnel changes in the various bureaus.	
	▪ Fee revenue increases include meter parking revenues due to the installation of more multi-space meters and new parking spaces ($271,330), right-of-way permits ($72,940), environmental plan review fees ($175,000), and an increase in the value of lease agreements managed ($63,147).	
	▪ Increased recycling revenue ($30,000), including plastic, cans and glass recycling; and, sale of recycled paper from Arlington County offices ($19,485).	
	▪ Increased revenue due to implementation of a new courthouse maintenance fee for civil actions filed with General District Court and Circuit Court ($15,000).	
	▪ Fee revenue is reduced for construction related permit revenues ($175,000), topographic map sales ($16,256), and plat and engineering plan review fees ($37,500).	
	▪ Increase in the state reimbursement for maintenance of state traffic signals ($29,834).	
	▪ The Household Solid Waste Rate (HSWR) reflects an adopted decrease of $31.80 ($1,031,910), or 9.76 percent less than the FY 2012 rate, resulting in a new annual household rate of $293.92. The rate reflects a decrease in the disposal rate at the Waste-To-Energy Plant due to a new contract. Expenditures for disposal fees are reduced by $1,051,180.	
FY 2014	▪ The County Board added one-time funding for six months of a limited term position associated with the Community Energy Plan (CEP) implementation ($52,000).	1.0
	▪ The County Board restored funding for the County Manager’s proposed reduction for Green Home Choice Program ($23,125 one-time; $50,000 ongoing).	0.5
	▪ Full-year funding is included for 2.0 FTEs added in Development Services’ Permitting and Customer Service in the FY 2013 budget ($94,756).	2.0
	▪ Arlington Mill Community Center additions include maintenance workers ($184,508), non-personnel facility maintenance expense ($721,894), parking garage management contract ($170,000), and parking fee revenue associated with partial year operations of the parking garage at Arlington Mill Community Center ($73,000).	
	▪ An Emergency Power Manager was added for work on the critical systems infrastructure (CSI) ($123,307), as well as non-personnel costs related to critical systems infrastructure ($452,782).	1.0

Fiscal Year	Description	FTEs
	▪ Removal of FY 2013 one-time funding for a two-year limited term position in Fresh AIRE for the Community Energy Plan (CEP) implementation ($104,000).	(1.0)
	▪ Non-personnel expenses increase to reflect an adjustment to the annual expense for the maintenance and replacement of County vehicles ($152,756), an increase in fuel services at the Washington Metropolitan Area Transit Authority (WMATA) facility ($46,364), rent for the ARTHOUSE bus maintenance facility ($1,436), contractual increases associated with the transit program ($374,994), operating equipment for Permitting Customer Service ($13,576), electricity rate increase on streetlights ($75,000), operating expenses for additional multi-space parking meters funded in PAYG ($23,224), lease costs for storage space at Courthouse Plaza ($31,476), and non-discretionary contractual increases ($760,380). These increases are partially offset by the reduction in the funds available for contractual services in Fresh AIRE ($232,028), master lease payment for the rock crusher ($8,923), and disposal fees at the Waste-To-Energy Plant (WTE) ($600,681).	
	▪ Added funding for the WTE Plant Facility Monitoring Group (FMG) ($41,400).	
	▪ The Household Solid Waste Rate (HSWR) reflects an adopted decrease of $0.16 per year, a less than one percent decrease from the FY 2013 rate, resulting in a new annual household rate of $293.76. The revenue increases $38,872 due to an increase in the number of households paying for service through the HSWR. The rate reflects ongoing effects from the new contract implemented in FY 2012 for the disposal rate at the WTE Plant.	
	▪ Eliminated the Neighborhood Traffic Calming program ($111,921).	(1.0)
	▪ Reduced special service hours on ART from 300 to 150 ($8,075).	
	▪ Adjusted the ART 75 bus schedule to eliminate unproductive/low ridership mid-day service ($94,956).	
	▪ Increased STAR participant Zone 2 and Zone 3 co-payments on January 1, 2014, in order to recover increases in operating costs and taxi rates ($22,453). Zone 2 co-payments rise from $4 to $5 per trip and Zone 3 co-payments rise from $8.50 to $9.00 per trip.	
	▪ Fee updates to Chapter 22 and 23 of the County Code to cover more of the costs of processing development-related permit applications will generate $205,000 in revenue.	
	▪ Reduced electricity expense for streetlights ($30,000).	
	▪ Eliminated one Space Planner position ($64,780).	(1.0)
	▪ Eliminated one County vehicle in the Real Estate Bureau ($5,171) and one vehicle in the Engineering Bureau ($5,171).	
	▪ Eliminated a Design Standards Engineer ($151,809).	(1.0)

Fiscal Year	Description	FTEs
	▪ Reduced security system on-site maintenance contractual personnel at the Detention Center from two technicians to one technician ($81,420).	
	▪ Transferred the 1.0 FTE Co-Manager of the AIRE program to the Fresh AIRE within DES ($130,970).	
	▪ Reduced non-personnel expenses in the EPO unit ($15,208).	
	▪ Transferred the regional contribution to Arlingtonians for a Clean Environment (ACE) to the Stormwater Fund ($69,705).	
	▪ Eliminated the contribution to ACE for special litter events ($10,000).	
	▪ Reduced contingent budget for disposal of street sweeping related to storm activities ($20,295).	
	▪ Increased Intra-County Charges for reimbursement of a portion of the street sweeping program costs from the Stormwater Fund ($240,000).	
	▪ Reduced landfill expenses due to better tracking capabilities ($17,870).	
FY 2015	▪ Added partial year funding for an Equipment Mechanic ($64,803) and facility maintenance expenses ($125,750) for the Homeless Services Center.	1.0
	▪ Added funding for a Permit Parking Technician ($33,491) and associated operational expenses ($9,320).	0.5
	▪ Residential utility tax receipts increase ($100,000) which funds the ongoing addition of a Community Energy Plan (CEP) position ($82,657) and associated operating expenses ($17,343).	1.0
	▪ Reallocated funding to add a Design Standards Engineer ($145,436).	1.0
	▪ Reallocated funding to add a Street Light Technician ($81,436).	1.0
	▪ Reallocated funding to enhance the Rosslyn-Ballston Corridor Cleaning program ($42,941 personnel; $19,526 non-personnel).	
	▪ Eliminated one-time funding for the two-year limited term CEP position ($52,000).	(1.0)
	▪ Added funding for facility maintenance expenses at Falls Church Fire Station ($108,971).	
	▪ Added consultant funds for the parking program ($100,000).	
	▪ Added one-time funding for contractual program management support for the conversion to Permits Plus ($150,000). It is expected that one-time funding may also be required in FY 2016.	
	▪ Reallocated funding for contractor support for the coordination of Electronic Plan Review ($52,442).	

Fiscal Year	Description	FTEs

- Funding is reallocated from the elimination of unproductive hours on ART 52, 53, and 62 ($57,060); elimination of daytime contractor support at Arlington Mill Community Center parking garage ($50,000); reductions in custodial levels at the Trades Center ($19,000), Edison Center ($16,000), and overall custodial management ($23,000); and other reductions due to operating efficiencies.
- Non-personnel expenses increase primarily to reflect non-discretionary contractual increases ($847,044), an adjustment to the annual expense for the maintenance and replacement of County vehicles ($182,160), funding to maintain the current level of support for program marketing and operation of the Shirlington Transit Center ($37,217), outside clerical support for permitting customer services ($30,000), software license, maintenance, and subscription fees ($115,273), replacement of Engineering equipment ($43,700), disposal charges at the Waste-to-Energy (WTE) plant ($44,466), funding for the WTE Facility Monitoring Group (FMG) ($29,400), and higher costs of leaf bags and cart replacements ($11,374).
- Arlington County Commuter Services (ACCS) programming increases ($489,791) and is offset by corresponding federal and state grant revenue ($489,791).
- New (ART 43 and 92) and expanded (ART 45) Arlington Transit (ART) routes ($1,111,550) are being funded through new fares associated with the routes and an increased reimbursement from the state for transit operations ($805,065) and the associated fare revenue ($306,485).
- The Household Solid Waste Rate (HSWR) reflects an adopted increase of $13.28 per year, a 4.5 percent decrease from the FY 2014 rate, resulting in a new annual household rate of $307.04. The revenue increases ($586,448) due to an increase in the fee and the number of households paying for service through the HSWR. The rate reflects adding year-round yard waste collection.
- Eliminated one-time funding which delayed the implementation date from July 1, 2013 to January 1, 2014 for STAR zone 2 and 3 rate increases in participant co-payments ($22,453).
- Eliminated one-time funding for the purchase of vehicles for Arlington Mill Community Center ($74,140).
- Intra-County Charges reflects an increase in the allocation based on eligible reimbursable expenses for services provided within the organization ($66,309) and the additional allocation to the Utilities Fund for the Design Standards Engineer ($7,272).
- The County Board adopted an ART fare increase of $0.25 per trip, which is expected to generate $300,000 in additional fare revenue.

Fiscal Year	Description	FTEs
	▪ Fee revenues increased due to the new form based code permits ($3,498), additional taxicab license fees ($15,000), reviews related to the Chesapeake Bay Preservation Ordinance ($15,000), use of the public right-of-way ($70,468), court fees used for the maintenance of facilities ($5,000), and sale of mulch and wood chips ($14,940). These increases are partially offset by a decline in parking meter revenue ($337,000), projected parking fees at Arlington Mill Community Center parking garage ($68,000), decrease in the value of leases currently under agreement with the County ($38,464), and a net decrease in revenue from various types of recycling ($40,000).	
	▪ The state reimbursement for maintenance of state traffic signals decreases ($24,092).	
FY 2016	▪ The County Board approved the conversion of a portion of WMATA's 3A bus route to Arlington's ART transit service, which will take place in mid-year FY 2016 and will generate a net savings to the General Fund of $446,622. In DES, this conversion results in contractual increases ($533,406) and an increase in ART fare revenue ($201,686). The savings are reflected in the WMATA budget ($778,342).	
	▪ The County Board reduced DES' expenditure budget due to electricity savings in County buildings ($35,000).	
	▪ Transfer of a Management and Budget Specialist from the Facilities Design and Construction Bureau to the Utilities Fund ($25,696).	(0.2)
	▪ Added one-time funding for contractual program management support for GIS ($50,000).	
	▪ Added partial year funding for facility maintenance expenses ($83,750) related to the Homeless Services Center.	
	▪ Included partial year maintenance savings as a result of the Department of Human Services move to Sequoia ($121,963).	
	▪ Reduction in the annual expense for the maintenance and replacement of County vehicles ($61,513).	
	▪ Arlington County Commuter Services (ACCS) contractual increases due to the addition of a contract for MTA Commuter Bus fare media sales ($248,379).	
	▪ Arlington County Commuter Services (ACCS) revenue increases due to the addition of a contract for MTA Commuter Bus fare media sales as well as an increase in MTA MARC commuter rail fare media sales ($625,000), partially offset by a decrease in corresponding federal and state grant revenue ($376,619).	
	▪ Reduced revenue from curbside recycling ($134,000), partially offset by a net increase in the County in the value of leases currently under agreement with the County ($33,849).	
	▪ Eliminated FY 2015 one-time funding for contractual program management support for the conversion to Permits Plus ($150,000).	

Fiscal Year	Description	FTEs
	▪ The state reimbursement for maintenance of state traffic signals increases ($352,972).	
	▪ In FY 2016, Transportation Program Support is presented as a new line of business created by internal reallocations of personnel ($628,058) and non-personnel ($15,000) from various lines of business.	
	▪ *As part of FY 2015 closeout, the County Board appropriated funding for transit and for a new refuse contract in the Solid Waste division. ART transit funding was transferred from Transportation Capital to the General Fund ($578,702) and revenue was increased for Farebox collections ($260,721) in Transit Operations. With the award of a new refuse and solid waste contract, an additional $454,608 (revenue and expense) was appropriated to the Solid Waste division.*	
	▪ *The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by $0.25. The revised FY 2016 revenue budget for parking meters will be increased by $950,000. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase appropriated by the Board in June 2015.*	
FY 2017	▪ The Household Solid Waste Rate (HSWR) reflects an adopted increase of $36.24, resulting in a new annual household rate of $307.28 due to a new contract for refuse and recycling collection and the addition of year round yard waste collection from single family, duplexes, and townhouses.	
	▪ Converted previously authorized overstrength position to a permanent Budget & Finance Specialist in the Commuter Services Program. This position is fully funded by existing grants and does not increase net tax support.	1.0
	▪ Eliminated FY 2016 one-time funding for contractual program management support for GIS ($50,000).	
	▪ Added ongoing funding for streetlight maintenance ($282,998) and ongoing funding for residential concrete maintenance ($150,000).	
	▪ Increases in the annual expense for maintenance and replacement of County vehicles ($38,617), contractual expenses (and revenue) related to the Household Solid Waste contract increase ($1,173,427), fuel costs ($204,161), operating costs for the Crystal City Potomac Yard (CCPY) Transitway ($97,221), and various non-discretionary contractual increases ($156,846).	
	▪ Increases were added for the full-year funding for the new Arlington Transit (ART) route 55 and enhancements to ART routes 41, 42, 43, 45, and 87 ($1,109,788), partially funded through new fares associated with the routes ($544,381).	
	▪ Revenue increases include parking meter revenue ($1,140,000), highway permits ($98,000), community program and site plan reviews ($49,002), the transfer in of funding from the Transportation Capital fund ($112,859), and Residential utility tax receipts increase ($150,000).	

Fiscal Year	Description	FTEs
	▪ Revenue decreases include lease revenue ($70,423), credit card transaction fees ($425,000), recycling ($111,000) and sediment/erosion control ($175,000), and the state reimbursement for maintenance of state traffic signals ($258,024).	
	▪ The One-Stop Arlington initiative, which DES will support with four (4.0 FTE) additional limited term FTEs in FY 2017, is fully funded in the CHPD Development Fund.	
	▪ *As part of FY 2017 Closeout, the County Board allocated non-departmental existing funds earmarked for the Columbia Pike Revitalization Organization (CPRO) to the Solid Waste Bureau to support cleaning and beautification services along Columbia Pike in coordination with the efforts of CPRO ($38,000 personnel, $2,000 non-personnel, 1.0 temporary FTEs).*	
FY 2018	▪ The County Board increased the Residential Utility Tax providing additional revenue of $348,168 to fund a consultant to help update the CEP ($100,000), energy efficient retro-fits in County buildings ($98,168) and the transfer of an Environmental Management Position from the Environmental Planning Office to Fresh AIRE ($150,000). The electricity tax rate increased from $0.00341 per kWh to $0.005115 per kWh while the natural gas tax rate increased from $0.030 per CCF to $0.045 per CCF.	
	▪ The County Board adopted an ART fare increase of $0.25 per trip, which is expected to generate $250,000 in additional fare revenue.	
	▪ The County Board added a Senior Trades Worker, Streetlight Technician, and a Design Engineer to the Streetlight Program ($292,141).	3.0
	▪ Added a Construction Manager position in Water, Sewer, and Streets, which is fully funded by charge-outs to other funds	1.0
	▪ Added one-time funding for a trail light assessment to be performed and the addition of a vehicle for streetlight maintenance ($127,126) along with ongoing funding for non-personnel expenses related to the three new streetlight positions ($43,526).	
	▪ Increases in contractual expenses (and revenue) related to the Household Solid Waste contract increase ($215,246), operating costs for the Shirlington Lease site ($187,895), contractual increases due to the County taking over operations of the facility at 2020 14th Street North ($343,312), the addition of funding for preventative and corrective maintenance of the County radio sites which is half funded through internal reallocations within DES ($95,517), and various non-discretionary contractual increases ($299,520), offset by a decrease in the annual expense for maintenance and replacement of County vehicles ($75,433).	
	▪ Solid Waste Revenues: Increases due to the Household Solid Waste rate increase ($228,416), fee changes for the replacement of damaged carts ($100), hauler permitting fees ($21,450), and delivery fees for leaf and wood mulch ($72,000), which are further explained in the Solid Waste Bureau line of business.	

Fiscal Year	Description	FTEs
	▪ Transit Revenues: Increase in fare revenue due to the expansion of ART routes 43 and 92 ($88,762), the transfer in of funding from the Transportation Capital Fund ($411,179), and an increase in the ART Business contribution ($34,516).	
	▪ Other increases include parking meter revenue ($410,000), the Chesapeake Bay fee ($70,000), highway permits ($25,000), community program and site plan reviews ($70,000), Waste-to-Energy rental of land ($45,170), and an increase in revenue from the residential utility tax ($50,000). These increases are partially offset by a net decrease in surveys ($10,500), taxi cab fees ($10,500), white goods ($10,000), civil penalties ($13,160), topography receipts ($3,000), and credit card transaction fees ($75,000).	
	▪ The Household Solid Waste Rate (HSWR) reflects an adopted increase of $6.88, resulting in a new annual household rate of $314.16, due to cost increases for refuse, recycling, and yard waste collection from single family, duplexes, and townhouses, and contractual increases related to the General Fund's share of the Utility Billing System.	
FY 2019	▪ The County Board added one-time funding to restore monthly paper shredding services that were a proposed budget reduction by the County Manager ($20,000).	
	▪ Personnel increases partially due to the transfer in of an Assistant Permit Administration Manager from the Development Fund ($127,444), the addition of a Building Engineer position for maintenance of the Buck property ($96,260), and the conversion of a Trades Worker from a temporary to permanent position to assist with cleaning along Columbia Pike ($6,026).	3.0
	▪ Personnel increases are partially offset by the transfer out of two Budget Analyst positions to Transportation Capital Funds ($191,859), a Transportation Program Manager to Transportation Capital Funds ($163,678), the transfer out of an Administrative Assistant position to the Stormwater Fund ($93,972), an increase of personnel charges to capital funds as a result of an increased emphasis on scoping new capital projects ($247,062), and an increase in personnel charges out to capital funds for real estate projects ($116,600).	(4.0)
	▪ Contractual increases for both ART and STAR services ($1,140,505), ART service enhancements including expanding Sunday service until midnight on ART route 41 ($103,544), expanding Sunday service until 11 p.m. on ART route 45 ($43,489), the addition of a Metro Route 22 overlay service ($1,537,325), the cost of operating supplies for the light maintenance facility ($20,000), consultant expenses ($12,333), and equipment repair ($115,710), and one-time funding for a residential parking permit study ($223,232).	

Fiscal Year	Description	FTEs
	▪ Transit service non-personnel costs are partially offset by a decrease in fuel expenses ($64,086), the removal of one-time funding for a trail light assessment ($80,000), removal of one-time funding for operating equipment and software ($5,150), and the cost of credit card transition fees ($50,000).	
	▪ Contractual increases ($312,058) and funding for preventive and corrective maintenance at the Buck property ($136,500).	
	▪ Contractual increases ($22,961) and funding to support additional cleaning services on Columbia Pike ($10,359).	
	▪ Increase of maintenance funding to cover additional costs that resulted from the transfer of lane miles along Fairfax Drive from the Virginia Department of Transportation to the County ($90,000).	
	▪ Added one-time funding for a consultant study to update the Community Energy Plan (CEP) in the AIRE program ($100,000).	
	▪ Non-personnel increases are partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($201,565).	
	▪ Increase in the Household Solid Waste Rate ($66,400), an increase in commercial and multi-family recycling inspection fee ($142,947), and an increase in commercial and multi-family recycling inspection fee revenue, exclusive of the fee increase ($87,727).	
	▪ Increase in ART fare revenue due to the enhancement of ART routes 41 and 45 and the addition of a Metro 22-line overlay service ($358,445), and an accounting adjustment to move the sale of STAR discount coupons from an expenditure credit to a revenue account ($209,000).	
	▪ Other increases include a parking meter rate increase of $0.25 per hour and an extension of enforcement hours from 6 p.m. to 8 p.m. ($3,775,000), a fee increase for right-of-way permits ($17,840), engineering plan review fees ($32,000), bond processing fees ($3,000), and plat fees ($5,800).	
	▪ Exclusive of the rate increases, is an increase in anticipated revenue from engineering plan reviews ($75,000), and site plan reviews ($60,000), partially offset by a decrease in the value of real estate leases currently under agreement with the County ($70,702), Stormwater fee revenue ($185,000), and a reduction in credit card transaction fees ($50,000).	
	▪ Grant revenue decreases due to a reduction in reimbursement from the Virginia Department of Transportation for maintenance of state owned signals on Fairfax Drive ($83,000).	
	▪ Eliminated a vacant Chief of Staff Position in the Director's Office ($85,000).	(1.0)
	▪ Eliminated a part-time, filled Communications Specialist ($34,906).	(0.5)
	▪ Eliminated Arlington Transit (ART) Route 92 ($348,457 non-personnel; $27,084 fee revenue; $61,602 transfer from other funds).	

Fiscal Year	Description	FTEs
	▪ Eliminated Arlington Transit (ART) Route 54 ($121,801 non-personnel; $24,801 fee revenue).	
	▪ Eliminated filled Administration/ Front Desk Support position in TE&0 ($74,000).	(1.0)
	▪ Eliminated evening porter at Arlington Mill Community Center ($25,000) and a vacant Custodian position ($44,000).	(1.0)
	▪ Eliminated a second window cleaning each year in all County Buildings ($48,000).	
	▪ Conduct a custodial services pilot program in Courts Police Building reducing cleaning in nonpublic areas from five days to three days a week ($90,000).	
	▪ Reduction of Facility energy projects, rebates, and consultant funding in the AIRE program ($554,312).	
	▪ Transfer of street sweeping expenses to the Stormwater Fund ($399,290).	
	▪ *As part of FY 2018 Closeout, the County Board approved the transfer of three positions ($285,062) to the Utility Fund as part of a reorganization in DES, the DES Call Center, which was enmeshed in the Solid Waste Bureau, and the Utilities Service Office (USO) was merged into a newly-formed DES Customer Service Office. The transfer was funded from $225,129 in net tax support and $96,484 in Household Solid Waste revenue.*	*(3.0)*
FY 2020	▪ The County Board added one-time funding for the Minor Hill pumping station solar array feasibility study ($50,000).	
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($54,929).	
	▪ Eliminated a vacant after hours building maintenance shift supervisor position ($141,295).	(1.0)
	▪ Reduced County Residential and Bike Lane Street Sweeping Passes ($62,679 personnel; $72,471 non-personnel; $135,150 intra-County charges).	(1.0)
	▪ Eliminated Solid Waste Bureau fleet emergency equipment ($109,955).	
	▪ Eliminated a vacant Environmental Planner I position ($133,945).	(1.0)
	▪ Non-personnel savings due to the conversion of County owned High Pressure Sodium (HPS) lights to LED ($18,000).	
	▪ Eliminated Arlington Transit (ART) Route 53 midday service and Westover rush hour extension ($261,203 non-personnel; $17,256 fee revenue).	
	▪ Eliminated Arlington Transit (ART) Route 43 weekend service ($195,879 non-personnel; $195,879 transfer from other funds).	

Fiscal Year	Description	FTEs
	▪ Transferred fifty-percent of a space planner position to Capital projects ($67,808).	
	▪ Transferred a utility underground program coordinator position to the Utility Fund ($165,956).	(1.0)
	▪ Reduction in overtime budget for the leaf collection program ($100,000 personnel).	
	▪ Added two positions to incrementally improve the level of service in Land Disturbing Activity (LDA) permit reviews ($266,000).	2.0
	▪ Converted two previously unbudgeted, long-term space planners to permanent positions through increasing the DES budget that accounts for staff vacancies ($173,795).	2.0
	▪ Non-personnel increase due to adjustments to the annual expense for maintenance and replacement of County vehicles ($161,178).	
	▪ Increase in Commuter services non-personnel expenses and fee revenue due to a technical adjustment to accurately account for Virginia Railway Express ticket commission revenue and associated expenses ($1,500,000 non-personnel; $1,500,000 fee revenue).	
	▪ Contractual increases for both ART and STAR services ($159,934).	
	▪ Removal of one-time funding for the Residential Parking Permit Study ($223,232).	
	▪ Increase in facilities maintenance contractual obligations ($269,421).	
	▪ Increases in Solid Waste contractual obligations ($47,725), licenses for the new Utility Billing system ($29,200), and increases in charges by the Utility Fund to support the Call Center consolidation ($289,110).	
	▪ Decrease in the Solid Waste transfer to the Utilities Fund due to the completion of payments for the new Utility Billing system ($199,200).	
	▪ A decrease in recycling charges due to no longer recycling glass ($57,680 non-personnel).	
	▪ Elimination of the Solid Waste lease payment budget due to equipment having been paid off ($114,222 non-personnel)	
	▪ Increase in Water Sewer and Streets contractual services obligations ($33,250).	
	▪ Removal of one-time funding for a consultant study to update the Community Energy Plan (CEP) ($100,000).	
	▪ Intra-county charges decrease due to delaying replacement of some street sweeping equipment ($114,484).	
	▪ Intra-county charge increase due to adjustments to the allocation of costs for reimbursable services to the Utilities Fund in the Director's Office ($157,012).	

Fiscal Year	Description	FTEs
	▪ Transit fee revenue decreased due to a decline in projected ART bus fare revenue ($295,819).	
	▪ Development services fee revenue decreased due to the transfer of a portion of sediment/ erosion control fees and Chesapeake Bay fees to the Stormwater Fund ($155,000).	
	▪ Transfer in from other funds increased due to the costs of existing ART routes funded by the Transportation Capital Fund increasing ($116,739).	
	▪ Real Estate fee revenue increased due to the value of leases currently under agreement with the County primarily due to increased rent from 1559 Wilson Blvd ($199,960).	
	▪ Solid Waste fee revenue decreased primarily due to a decrease in the adopted Household Solid Waste Rate from $316.16 to $306 ($337,312).	
	▪ *As part of FY 2019 closeout, the County Board approved the addition of an Engineering Program Coordinator ($164,231) and a Permit Coordinator ($85,057) in the Development Services Bureau and a Design Engineer ($150,733) in the Transportation Engineering & Operations Bureau for the anticipated increase workload due to Amazon.*	*3.0*

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ARLINGTON
VIRGINIA

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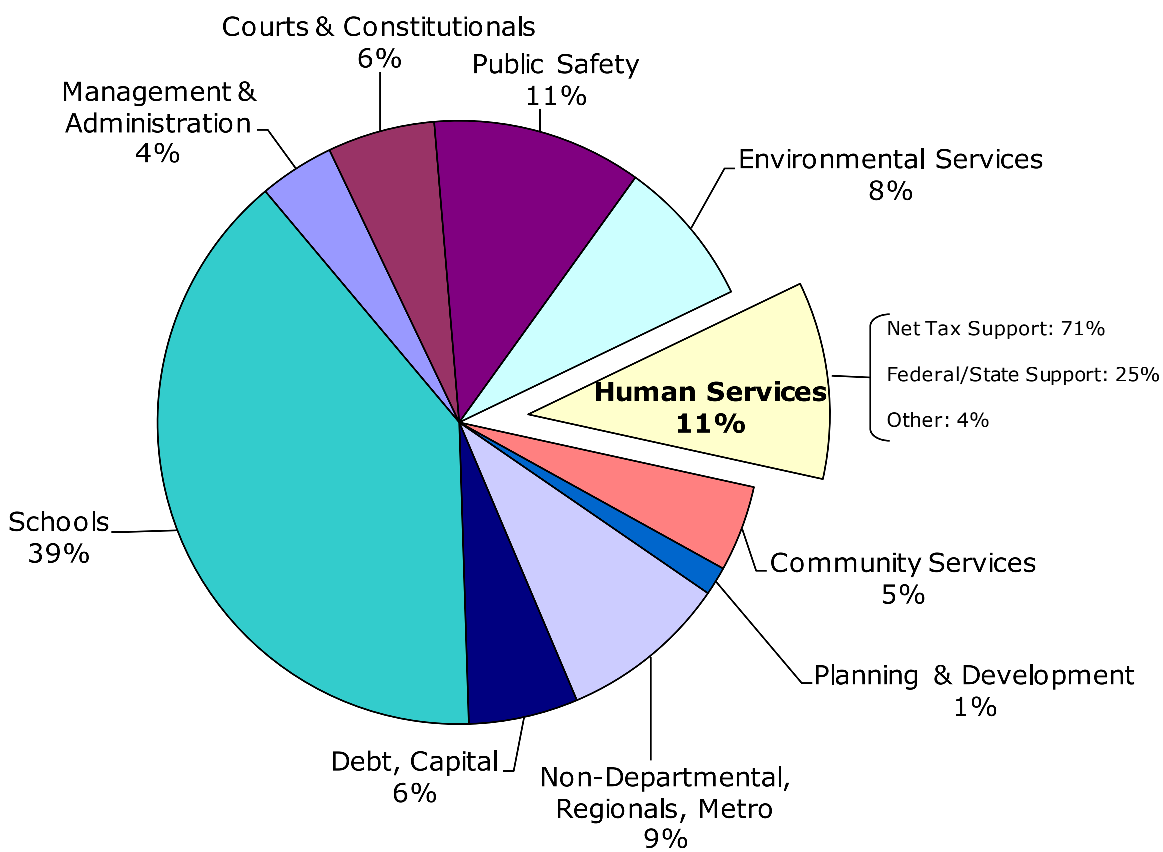
Our Mission: Strengthen, protect, and empower those in need

The Department of Human Services (DHS) assesses the diverse range of human needs and implements strategies to deliver innovative human services that produce customer-centered outcomes.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office

Departmental Management and Leadership
- Human Resources
- Financial Management
- Information Systems
- Performance Review and Compliance
- Facilities Operations
- Project PEACE

Economic Independence

Management and Administration
- Customer Service Center

Community Assistance
- Clinical Coordination
- Community Outreach

Housing Assistance and Homeless Programs
- Housing Grants
- Real Estate Tax Relief
- Homeless and Shelter Services
- Supportive Housing
- Rapid Re-Housing

Public Assistance
- General Relief
- Auxiliary Grants
- Supplemental Nutrition Assistance Program
- Medical Assistance
- Temporary Assistance to Needy Families
- Energy Assistance
- Refugee Services
- Title IV-E
- Child Care Subsidy

Employment Services
- Job Search and Placement
- Skills Training
- English for Speakers of Other Languages Training
- Workforce Board and Consortium

Public Health

Management and Administration
- Emergency Planning and Response
- Occupational Health

Community Health Services
- Family Planning
- Maternity Care
- Immunization Clinic
- Child Health
- Medical Case Management
- Maternal-Child Nutrition [Women, Infant and Children Program (WIC)]
- HIV/AIDS/Sexually Transmitted Infections (STI) and AIDS Drug Assistance Program (ADAP)
- Dental Clinic

School Health
- School Based Health Clinics
- Health Appraisal Clinics
- Parent Infant Education (PIE)

Community Health Protection
- Restaurant Inspection
- Pool Inspection
- Hotel Inspection
- Animal and Rodent Control
- Disease Surveillance and Investigation

Behavioral Healthcare

Management and Administration
Healthy Living

Client Services Entry
- Assessment and Intake
- Emergency Services
- Discharge Planning
- Community Corrections

Psychiatric Services

Outpatient Services
- Program for Assertive Community Treatment (PACT)
- Mental Health Community Supportive Services
- Employment Services
- Substance Abuse Outpatient Treatment

Residential & Specialized Clinical Services
- Substance Use Residential Treatment
- Mental Health Residential Services
- Drug Court Treatment
- Jail/Addictions, Corrections and Treatment (ACT)
- Jail/Mental Health Treatment
- Office Based Opioid Treatment
- Clarendon House
- Jail Diversion/Forensic Case Management
- Homeless Case Management

Child & Family Services

Management and Administration

Planning and Support Services
- Early Childhood Development
- Parent Education & Project Family
- Partnership for Children, Youth and Parents
- Children's Services Act (CSA)

Child Welfare
- Child Protective Services
- Foster Care
- Family Partnership Meetings
- Adoption
- Independent Living

Behavioral Healthcare
- Intake Services
- Child Advocacy Center
- Outpatient Therapy
- Outpatient Case Management

Aging & Disability Services

Management and Administration

Community Supports and Coordination
- Adult Social Services
- Adult Protective Services
- Nursing Case Management
- Adult Day Program

Senior Adult Mental Health Program
- Senior Adult Mental Health
- Regional Older Adult Facilities Mental Health Support Team (RAFT)
- Mary Marshall Assisted Living Residence

Developmental Disability Services
- Support Coordination
- Habilitation and Supported Employment
- Transportation
- Residential Services

Agency on Aging
- Planning and Advocacy
- Resource Center

Section 8 Housing Assistance
- Housing Choice Vouchers
- Project-Based Assistance Housing Choice Vouchers
- Housing Opportunities for Persons with AIDS
- Mainstream Vouchers
- Family Unification
- Veterans Affairs Supportive Housing Vochers

Section 8 Housing Assistance is in the Section 8 fund

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Human Services (DHS) is $147,612,087, a four percent increase over the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections and the addition of the following 14.0 permanent FTEs and technical adjustments to reduce temporary FTEs (0.25 temporary FTEs):
  - Human Services Specialist ($100,427, 1.0 FTE)
  - Clinic Aide ($148,274, 2.0 FTE)
  - Mental Health Therapist ($445,051, 4.0 FTE)
  - Administrative Tech 1 ($65,423 1.0 FTE)
  - Administrative Assistance (12,203, 0.25 FTE)
  - Management Specialist ($21,762, 0.25 FTE)
  - Human Services Clinician II ($26,440, 0.25 FTE)
  - Facilities Mechanic ($13,317, 0.25 FTE)
  - Human Services Clinician II ($73,400, 1.0 FTE)
  - Management Specialist to serve as a Case Manager for the Transition-Aged-Youth pilot program ($91,923, 1.0 FTE)
  - Management Specialist to serve as a Case Manager for Permanent Supportive Housing ($91,923, 1.0 FTE)
  - Management Analyst to serve as a housing locator for Permanent Supportive Housing ($105,618, 1.0 FTE)
  - Developmental Disability Specialist II ($92,484 personnel, $80,000 revenue, 1.0 FTE)
  - Replacement of one-time funding with ongoing for the Youth Mental Health Therapist II ($111,362)
- ↑ Non-personnel increases primarily due to Children's Services Act (CSA) for anticipated rate increases by the state ($184,848), Sequoia Plaza rent ($229,667), Department of Behavioral Health and Developmental Services (DBHDS) Grants ($165,313), the Auxiliary Grants Program ($50,000), Virginia Quality Childcare Grant ($24,000), Virginia Homeless Solutions Program (VHSP) Grant ($33,504), Residential Program Center Contract ($165,031), Homeless Services Center Contract ($130,034), Contractual Services ($230,170), RAFT Program for Discharge Planning ($179,690), IV-E Adoption ($217,789), Special Needs Adoption ($52,342), Malpractice Insurance ($67,500) and Agency on Aging Area Plan allocations ($40,186).
- The total funding for the Housing Grant Program in the FY 2021 Proposed Budget is $10,130,374 after the addition of $737,623 to fund the annual ongoing increase and $64,158 to fund the increase in Maximum Allowable Rent. This is a total addition of $801,781 to the $9,328,593 base budget.
- The total funding for the Permanent Supportive Housing Program in the FY 2021 Proposed Budget is $2,477,424 after the addition of $412,554 to the $2,064,870 base budget to fund the annual ongoing increase.
- The addition of a pilot Young Adult Foster Care Subsidy Program for young adults enrolled in an accredited college, university, technical, or trade school ($251,736).
- The increases are partially offset by the removal of one-time funding for Arlington Food Assistance Center ($37,500), decreases in Title IV-E Foster Care ($100,095), the elimination of Crisis Stabilization Grant ($273,852) and the reallocation of VOCA grants from non-personnel ($124,174).

- The FY 2021 budget for the Behavioral Healthcare Division reflects an internal reorganization to better align services along the sequential intercept model. This includes jail diversion, jail-based services and re-entry programming. The Forensic and Homeless Case Management programs, along with drug court and the proposed behavioral health docket are integrated into the Specialized and Residential Services Bureau.
- Revenue projections do not include supplemental state allocations that are routinely received, but at unpredictable levels. Other changes represent a wide variety of fluctuations in multiple sources of state and federal funding. Specific changes include the following:
  - ↑ Increase due to Virginia Department of Social Services (VDSS) Programs ($244,249).
  - ↑ Increase due to the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) unrestricted state funding for mental health allocation ($817,584).
  - ↑ Increase due to the Virginia Homeless Solutions Program (VHSP) Grant ($33,504).
  - ↑ Increase due to the projected increase in several of the Department of Behavioral Health and Developmental Services DBHDS Grants (Pharmacy Grant $100,000, STEP-VA $54,736, STEP-VA-Primary Care $164,095, STEP-VA-Outpatient $224,250).
  - ↑ Increase due to Virginia Quality Childcare Grant ($24,000).
  - ↑ Increase due to the state portion of the Auxiliary Grants Program ($40,000).
  - ↑ Increase due to Virginia Department of Health Cooperative Award for mandated programs ($62,047).
  - ↑ Increase due to VOCA Grant ($116,674).
  - ↑ Increase due to new fees for workforce development services ($26,050) and issuing vital statistics ($3,600).
  - ↓ Decrease in Workforce Innovation and Opportunity Act (WIOA) Grant ($49,218).
  - ↓ Decrease due to the phase-out of the One-Stop Center Cost Allocation Plan as a result of Employment Services reorganization ($41,592).
  - ↓ Decrease due to the elimination of the Crisis Stabilization Grant ($273,852).
  - ↓ Decrease due to reductions in PIE Medicaid/Part C Clinic Option ($64,483).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$72,505,393	$77,172,835	$79,941,656	4%
Nonpersonnel	63,117,822	65,113,372	68,037,533	4%
Intra-County Charges	(366,269)	(311,070)	(367,102)	18%
Total Expenditures	135,256,946	141,975,137	147,612,087	4%
Fees	4,627,381	4,884,492	4,885,037	-
Federal Share	15,830,523	14,615,772	15,318,387	5%
State Share	20,550,532	20,330,859	21,208,177	4%
Other	848,733	707,803	822,284	16%
Total Revenues	41,857,169	40,538,926	42,233,885	4%
Net Tax Support	$93,399,777	$101,436,211	$105,378,202	3.89%
Permanent FTEs	700.07	698.87	712.87	
Temporary FTEs	2.55	3.00	2.75	
Total Authorized FTEs	702.62	701.87	715.62	

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM MISSION

To provide leadership and management oversight to the Department of Human Services.

Departmental Management and Leadership

- Monitor conditions, assess needs, conduct strategic and tactical planning, and work closely with state and local human service agencies and community organizations to provide services, and achieve common goals.
- Provide centralized and specialized administrative support for the Department's five operational divisions (Aging and Disability Services Division, Behavioral Healthcare Division, Child and Family Services Division, Economic Independence Division, and Public Health Division).

Project PEACE

- Examine and enhance existing policies and practices across disciplines and identify the optimum methods for public and private agencies to end violence in the lives of Arlingtonians.
- Provide the Arlington County Abuser Intervention Program (AIP) that aims to reduce repeated incidents of domestic violence by providing abusers and offenders psychoeducation groups and rehabilitative services.
- Provide prevention and training services to a broad range of adults and adolescents through schools and the general community.

Financial Management

- Provide sound financial management through centralized accounting and financial reporting functions including: issuing client assistance payments; tracking revenues and expenses; developing and maintaining financial reports; ensuring that fiscal procedures are in compliance with County, state, and federal policies and practices; carrying out centralized billing and depositing functions; collecting grant revenue and fees; and recouping assistance payments in accordance with state and federal mandates.
- Coordinate collection of overdue accounts with the Treasurer's Office and state and federal tax recovery programs.
- Maximize revenue by drawing down federal and state funds and Medicaid reimbursements.
- Coordinate development and implementation of the annual budget and ensure that staff has the knowledge and skills to use the County's budgeting and financial management systems.
- Coordinate performance measurement, evaluate financial issues, and coordinate with the County Manager's Office on County Board reports and actions.
- Investigate ways to maximize revenue.
- Facilitate and streamline the department's procurement processes to efficiently meet programmatic needs.

Information Systems

- Ensure information systems, including those related to federal, state, and local programs, funding sources and regulatory mandates, are readily available to staff to conduct day-to-day business, serve clients, and carry out reporting functions.
- Analyze and assess existing and planned information needs and manage implementation and ongoing operation of business systems and information resources.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Human Resources

- Manage workforce needs and compliance with policies and procedures.
- Coordinate recruitment, employee relations, organizational development, payroll, performance management, equal opportunity and affirmative action, staff training and development, and position classification activities.

Performance Review and Compliance

- Conduct and supervise audits and investigations relating to the programs and operations of the Department.
- Provide leadership and coordination and recommend policies designed to promote accountability in the administration of programs and operations.
- Manage the final lifecycle stages of records in compliance with federal and state records retention laws.

Facilities Operations

- Provide a safe, clean, appealing, and functional working environment by managing facilities, vehicles, and mail delivery.
- Assist in maintaining buildings occupied by the Department through facility management and liaison with building owner management, the Department of Environmental Services (DES), and vendors for building systems maintenance, custodial services, parking garage management, electronic access, and security services.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, retirement contributions based on current actuarial projections, adjustments to salaries resulting from job family studies for trades and planners, and the transfer of a Mental Health Supervisor ($142,745, 1.0 FTE) from the Behavioral Health Division. Additional increases are due to an increase to the existing .50 FTE, Facilities Mechanic position ($13,317, 0.25 FTE) funded through a budgetary realignment and the transfer of a Human Services Clinician II ($26,440, 0.25 FTE) from the Economic Independence Division.
- ↓ Non-personnel decreases due to the transfer of funding to the Economic Independence Division for the Yardi Software contract ($30,000) and reallocation of operating supplies to personal to fund 0.25 FTE increase of Facilities Mechanic position ($13,317). These decreases are partially offset by the transfer of the Project PEACE operating budget from the Behaviorioral Healthcare Division ($10,306), an increase in Sequoia Rent ($11,146), an increase in the annual cost for rental of county vehicles ($495), and normal contractual increases ($3,457).
- ↑ Fee revenue increases due to the transfer of the Batterers Intervention Program from the Behaviorioral Healthcare Division ($15,000).
- ↓ Federal share revenue decreases due to a lower federal pass through allocation ($8,122).
- ↑ State share revenue increases based on a projected increase in state reimbursement for various administrative and eligibility services ($7,161).

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,873,391	$7,739,310	$8,067,142	4%
Non-Personnel	3,912,961	4,466,826	4,448,913	-
Total Expenditures	10,786,352	12,206,136	12,516,055	3%
Fees	(10,722)	(11,000)	4,000	136%
Federal Share	474,688	484,820	476,698	-2%
State Share	114,082	113,942	121,103	6%
Other	102	-	-	-
Total Revenues	578,150	587,762	601,801	2%
Net Tax Support	$10,208,202	$11,618,374	$11,914,254	3%
Permanent FTEs	61.60	61.60	63.10	
Temporary FTEs	-	-	-	
Total Authorized FTEs	61.60	61.60	63.10	

Project PEACE

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Number of Individuals who received a Training or Presentation	N/A	N/A	N/A	1,618	2,050	2,050
Total Number of Outreach Tables/Community Events	N/A	N/A	N/A	30	25	25

- FY 2019 was the first year that Project PEACE embarked on this robust training and prevention program.

Abuser Intervention Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of clients served	115	113	91	81	95	95
Percentage of clients completing the program with low risk scores	74%	70%	74%	63%	75%	75%
Percentage of clients not rearrested/convicted of an intimate-partner violence offense in Arlington post-completion	N/A	N/A	91%	100%	95%	90%

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- The number of people completing the Abusers Intervention Program (AIP) is dependent on how many people are referred from the Juvenile and Domestic Court. People are referred after conviction for domestic violence. Fewer referrals were received in FY 2019. A specific cause has not been identified, but the trend may be related to people who have concerns about immigration issues not coming for services.
- The percentage of people completing the program with low risk scores has reduced with more clients completing in medium or high risk. Those with higher risk scores generally have a more distinct pattern of abuse and may struggle to commit to completing the course. The distinction of risk includes many factors outside of the completion of the AIP program including but not limited to, clients social connections (e.g., gang involvement would categorize someone as high risk) and ability to meet expectations outside of AIP (e.g. cooperation with child protective services, substance use programs, mental health services, etc).
- The percentage of clients not rearrested/convicted of an intimate-partner violence offense in Arlington post-completion includes only those whose initial offense was in Arlington and does not capture arrests in other counties or states.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Economic Independence Division.

Management and Administration

- Coordinate and oversee services in housing, employment, and public financial assistance by partnering with federal, state, local, and community organizations to achieve positive client outcomes.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.

Customer Service Center

- Serve as the first point of contact for clients and visitors seeking services by providing effective reception, triage, information and referral, registration, and administrative support.
- Provide rapid and comprehensive telephone information and referral through management of the call center.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, the transfer in of an Administrative Program Manager from the Community Assistance Bureau ($156,020, 1.0 FTE), and the transfer in of an Administrative Technician I from Employment Services (69,375, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to Sequoia Plaza rent increase ($131,374), reallocation of the Shirlington Employment & Education Center Grant from the Community Planning and Housing Department ($222,550), the transfer in of software licenses from the Director's Office ($30,000), the transfer in of software License from Employment Services ($11,700), the transfer in of software maintenance ($2,500), rental of operating equipment ($500), consultants ($1,000), office supplies ($2,000), and operating supplies ($2,000) from the Public Assistance Bureau. The increases are partially offset by the reallocation of employee training ($3,600) to the Community Assistance Bureau.
- ↑ Federal share revenue increases based on a projected increase in federal reimbursement for various administrative and eligibility services ($484,978).
- ↓ State share revenue decreases based on a projected decrease in state reimbursement for various administrative and eligibility services ($3,749).

MANAGEMENT AND ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,204,617	$2,291,851	$2,496,993	9%
Non-Personnel	1,748,163	1,724,436	2,124,460	23%
Total Expenditures	3,952,780	4,016,287	4,621,453	15%
Federal Share	1,360,008	896,334	1,381,312	54%
State Share	93,787	102,358	98,609	-4%
Total Revenues	1,453,795	998,692	1,479,921	48%
Net Tax Support	$2,498,985	$3,017,595	$3,141,532	4%
Permanent FTEs	27.00	24.00	26.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	27.00	24.00	26.00	

PERFORMANCE MEASURES

Customer Service Center

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Calls abandoned prior to being answered	6%	5%	5%	5%	7%	5%
Quality of consultant information: average evaluation score for consultants	100%	100%	99%	99%	98%	98%
Callers who received accurate information to connect them to services	98%	98%	98%	97%	96%	98%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY2021 Estimate
Calls received in the Call Center	50,023	46,683	44,904	44,807	45,000	46,200
Total walk-in visits	58,654	56,010	51,626	56,294	53,500	54,000
Total Resource Center Walk-in Visits (duplicated)	12,996	13,361	9,512	6,546	12,000	12,000
Total clients assessed by consultants	6,970	6,201	6,007	6,208	7,300	7,300
Quality of Call Center telephone interaction: call quality scores	99%	99%	99%	97%	94%	98%
Wait time for consultants from point of registration: percent of customers waiting 15 minutes or less to see consultants	77%	82%	85%	85%	75%	80%

MANAGEMENT AND ADMINISTRATION

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY2021 Estimate
Front Desk customer satisfaction: percent of customers satisfied with front desk service	99%	99%	99%	99%	99%	99%

- In FY 2017, "Calls received in the Call Center" decreased due to innovative use of technology in routing clients directly to online services and external service providers.
- In FY 2020, calls from Aging and Disability Service Division will transition to the Call Center and the Housing Choice Voucher waitlist will open, increasing volume in FY 2021.
- In FY 2019, "Total walk-in visits" increased due to the addition of Child and Family Services walk-ins which accounted for 7,339 additional visits.
- The decrease in "Total Resource Center Walk-in Visits (duplicated)" in FY 2018 and FY 2019 was due to data system issues that led to incomplete data capture.
- In FY 2017, "Total clients assessed by consultants" measure was adjusted to include Telephone Assessments rather than only Walk-in Assessments. Prior year data also updated with the adjusted measure.
- In FY 2019, the consultant unit absorbed the Employment Services' intake function, resulting in an increase in clients assessed by consultants in future year estimates.
- "Quality of Call Center telephone interaction: call quality scores" are determined by evaluating calls utilizing a monitoring assessment form consisting of five skill areas: greeting, communication, technical, call handling, and closing.
- The percentage of clients waiting 15 minutes or fewer to see consultants is expected to decline in FY 2020 due to the transition to Employment Services intake.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

PROGRAM MISSION

To assist residents with social, economic, and other supportive services to achieve stability in the community by coordinating an array of basic safety net services.

Clinical Coordination

- Stabilize housing and economic needs for vulnerable County residents by providing comprehensive clinical assessment of needs and developing coordinated plans.
- Housing-related stabilization services include rental assistance to prevent eviction, shelter diversion assistance to ensure that shelters are a last resort, referrals to homeless shelters when diversion is not possible, and information and referral about other housing resources.
- Other stabilization services include utility assistance to prevent utility cut-offs and reinstate utilities, payments for medications, and referrals for transportation and clothing assistance.

Community Outreach

- Provide multicultural neighborhood-based educational programs and social services to the communities of new immigrants and low income residents.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to lower retirement contributions based on current actuarial projections and the transfer of Community Corrections Unit (CCU) to the Behavioral Healthcare Division (BHD). The transfer includes 4.0 FTEs:
  - A Probation Counselor Supervisor ($147,028, 1.0 FTE),
  - A Probation Counselor I ($90,784, 1.0 FTE),
  - A Probation Counselor II ($124,623, 1.0 FTE),
  - An Administrative Assistant IV ($72,183, 1.0 FTE).

  An Administrative Program Manager ($156,020, 1.0 FTE) was also transferred out to Management and Administration. These decreases were partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↓ Non-personnel decreases due to the transfer out of the Community Corrections Unit's operating budget to the Behavioral Healthcare Division ($40,008). This decrease is partially offset by increases in the Virginia Homeless Solutions Program (VHSP) Grant ($33,504), Gates of Ballston rent increase ($893), and the reallocation of Miscellaneous Rent ($3,600) from Management and Administration.
- ↓ Fees decreases due to the transfer out of the Comprehensive Community Corrections Act and Pretrial Services Act Grant program to the Behavioral Healthcare Division ($10,529).
- ↓ Federal share revenue decreases based on a projected decrease in federal reimbursement for various administrative and eligibility services ($51,116).
- ↓ State share revenue decreases based on a projected decrease in state reimbursement for various administrative and eligibility services ($9,543) and the transfer out of the Comprehensive Community Corrections Act and Pretrial Services Act Grant Program ($184,028) to Behavioral Healthcare Division, partially offset by an increase in VHSP Grant ($33,504).
- ↑ Other revenue increases due to the annual increase of the Arlington Mill rental income ($2,700).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,113,389	$2,274,709	$1,797,564	-21%
Non-Personnel	792,293	792,589	790,578	-
Total Expenditures	2,905,682	3,067,298	2,588,142	-16%
Fees	15,593	10,529	-	-100%
Federal Share	1,003,280	1,108,623	1,057,507	-5%
State Share	624,229	635,666	475,599	-25%
Other	61,700	63,900	66,600	4%
Total Revenues	1,704,802	1,818,718	1,599,706	-12%
Net Tax Support	$1,200,880	$1,248,580	$988,436	-21%
Permanent FTEs	21.75	21.75	16.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.75	21.75	16.75	

PERFORMANCE MEASURES

Clinical Coordination

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Economic functioning: percent of clients with adequate/high or improved score at exit	84%	87%	82%	76%	77%	77%
Housing stability: percent of clients with adequate/high or improved score at exit	91%	85%	88%	85%	86%	86%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Client office visits	3,636	3,277	2,291	2,141	2,300	2,300
Number of Emergency Financial Assistance households served	324	280	308	264	280	280
Quality of documentation: average client file score	88%	92%	92%	92%	93%	93%
Timeliness of closing cases: number and percent of cases closed within 30 days of last contact	127/30%	189/34%	261/49%	235/38%	228/50%	228/50%
Client satisfaction: number and percent of clients surveyed who agree or strongly agree that staff worked well with them	67/98%	34/95%	53/100%	91/100%	90/98%	90/98%

- Clinical Coordination performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- The "Economic functioning: percent of clients with adequate/high or improved score at exit" indicator uses a six-point scale to measure how often a client has deposited money into a bank account, received income, paid bills on time, and put money aside for savings over the last 12 months. Clinicians record a baseline indicator at the start of service, and a final indicator at the end of service.
- The "Housing stability: percent of clients with adequate/high or improved score at exit" indicator uses a six-point scale to measure the stability, safety, sustainability, and appropriateness of a client's housing, with a score of one (adverse) meaning a client is currently homeless, and a score of six (optimal) meaning a client has had a stable living arrangement for the last 12 months. Clinicians record a baseline indicator at the start of service, and a final indicator at the end of service.
- In FY 2018, "Client office visits" decreased due to increased efforts to assist clients remotely and in community locations.
- In FY 2018, "Number of Emergency Financial Assistance households served" increased as households needed to pay off debts of lesser amounts, thus reducing the amount of each payment but increasing the count of households being served. In FY 2019, "Number of Emergency Financial Assistance households served" decreased as households needed to pay off higher amounts, thus increasing the amount of each payment, lowering the number of households that could be served.
- In FY 2019, "Timeliness of closing cases: number and percent of cases closed within 30 days of last contact" lowered significantly during a program supervisory transition, during which reduced emphasis on caseload management led to cases remaining open longer.
- In FY 2017, the number of voluntary surveys collected went down. This was due to surveys being distributed during slower periods of the month. In FY 2019 surveys were administered during busier periods of the month. In general, this distribution and response rate is expected to continue.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Community Outreach

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Resolution of client needs	93%	96%	84%	94%	90%	91%
Passed citizenship interview	94%	99%	98%	99%	99%	99%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total information and referral requests	3,596	4,861	4,859	5,111	4,865	4,900
Total individuals served (unduplicated)	997	1,600	1,589	1,709	1,750	1,760
Total number of class sessions	1,275	1,374	1,251	1,264	1,265	1,266
Number of volunteer hours	7,140	7,056	6,564	6,674	6,610	6,620

- Community Outreach performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- Client needs are addressed in one of the following categories: Housing, Medical, Immigration, Education, Employment, Food/Clothing, and Other.
- Between FY 2016 and FY 2017, "Total information and referral requests" and "Total individuals served (unduplicated)" increased significantly due to an increase in the number of programs and participants.
- "Number of volunteer hours" varies based on the number of volunteers and program offerings.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

PROGRAM MISSION

To maintain the housing stability of low and moderate income renters and homeowners by providing financial support, and to prevent homelessness by providing shelter, housing assistance, and integrated services in a coordinated effort between the local government and the non-profit community.

Housing Grants

- Provide stability through a monthly rental subsidy to low income working families, permanently disabled persons, and residents 65 years of age or older.

Real Estate Tax Relief

- Provide real estate tax relief exemptions and deferrals to low and moderate income homeowners who are 65 years of age or older or permanently disabled.

Homeless and Shelter Services

- Provide safe shelter for homeless individuals and families by contracting services with community partners.
- Promote an end to homelessness by providing a range of support services to help clients achieve increased income, access to needed services, and permanent housing.
- Provide leadership to Arlington's Action Plan to End Homelessness.

Rapid Re-Housing

- Facilitate the move from homelessness to independent housing by providing a monthly subsidy, in scattered site housing, to families enrolled in an approved rapid re-housing program.
- Teach clients the skills needed to remain independently in their home after leaving the program.

Supportive Housing

- Support stable permanent housing for people with disabilities by providing project-based rental assistance and case management services.
- Develop a range of supportive housing options for the homeless and people with disabilities.
- Oversee implementation of the County's Supportive Housing Plan.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to a transfer of a portion of the Department of Behavioral Health and Developmental Services' (DBHDS) Mental Health Permanent Supportive Housing Grant to personnel ($5,791), the addition of a Management Analyst for permanent supportive housing locator ($105,618, 1.0 FTE), a Management Specialist for permanent supportive housing ($91,923, 1.0 FTE), and a Management Specialist for housing support for foster care ($91,923, 1.0 FTE), employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to an increase in the Residential Program Center Contract ($165,031), the Homeless Services Center Contract ($130,034), and a mandated contractual increase to the food services contract ($2,376). These increases are partially offset by the removal of one-time funding for the Arlington Food Assistance Center (AFAC) ($37,500) and a transfer of a portion of the Department of Behavioral Health and Developmental Services' (DBHDS) Mental Health Permanent Supportive Housing Grant to personnel ($5,791).

- The total funding for the Housing Grant Program in the FY 2021 Proposed Budget is $10,130,374 after the addition of $632,098 to fund the annual ongoing increase, $64,158 to fund the increase the Maximum Allowable Rent, and $105,525 to remove the 5% subsidy reduction over 5 years. This is a total addition of $801,781 to the $9,328,593 base budget.
- The addition of $251,736 to create a pilot Young Adult Foster Care Subsidy Program for young adults enrolled in an accredited college, university, technical or trade school.
- The total funding for the Permanent Supportive Housing Program in the FY 2021 Proposed Budget is $2,477,424 after the addition of $412,554 to the $2,064,870 base budget to fund the annual ongoing increase.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,551,843	$1,556,511	$1,870,174	20%
Non-Personnel	17,008,411	17,071,382	18,791,603	10%
Total Expenditures	18,560,254	18,627,893	20,661,777	11%
Fees	(440)	-	-	-
Federal Share	74,000	78,360	78,360	-
State Share	641,730	696,930	696,930	-
Other	70,321	15,000	15,000	-
Total Revenues	785,611	790,290	790,290	-
Net Tax Support	$17,774,643	$17,837,603	$19,871,487	11%
Permanent FTEs	15.15	15.15	18.15	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.15	15.15	18.15	

PERFORMANCE MEASURES

Housing Grants

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Amount of money available per month for non-rental expenses with and without Housing Grant for families	$1,431/ $890	$1,449/ $912	$1,487/ $964	$1,537/ $1,027	$1,625/ $1,030	$1,706/ $1,032
Amount of money available per month for non-rental expenses with and without Housing Grant for persons with disabilities	$680/ $35	$668/ $44	$704/ $56	$698/ $42	$735/ $35	$772/ $29
Amount of money available per month for non-rental expenses with and without Housing Grant for residents age 65+	$679/ $136	$670/ $97	$691/ $124	$690/ $74	$720/ $65	$749/ $57

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of households served per month	1,299	1,229	1,234	1,196	1,227	1,259
Total number of new applications processed	1,408	1,330	1,227	1,189	1,213	1,237
Percent of initial applications/on-going reviews processed accurately according to Housing Grant policies	93%/ 95%	94%/ 96%	94%/ 95%	96%/ 93%	95%/ 94%	95%/ 94%
Percent of initial applications/on-going reviews processed on time according to Housing Grant policies (within 60 days).	96%/ 96%	97%/ 98%	96%/ 98%	97%/ 98%	97%/ 96%	97%/ 96%

- Households continue to report difficulty in locating housing, and without sufficient affordable housing available, fewer households are applying for the program compared to prior years.
- In FY2020, the Housing Grant program's Maximum Allowable Rents (MARs) increased for the first time in ten years, mirroring the County's 2018 Committed Affordable Units at 60% area median income (AMI). This increase in MARs is anticipated to aid more households and provide rental subsidies that are competitively aligned with present-day affordable rental units.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Real Estate Tax Relief (RETR)

Critical Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Estimate	CY 2020 Estimate	CY 2021 Estimate
Increase in the amount of money available to pay other expenses (medical, utilities, homes repairs, etc.) – Average increase in money available	$4,480	$4,457	$4,828	$4,998	$4,950	$4,950
Housing stability (returning households) – Percentage of households returning to the program	95%	92%	95%	93%	90%	90%

Supporting Measures	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Estimate	CY 2020 Estimate	CY 2021 Estimate
Households receiving RETR – Full Exemption	640	639	637	521	520	518
Households receiving RETR – 75% Exemption	N/A	N/A	N/A	131	130	129
Households receiving RETR – 50% Exemption	131	115	117	127	125	122
Households receiving RETR – 25% Exemption	135	140	127	104	100	99
Households receiving RETR – Deferral only	26	21	22	37	35	35
Households receiving RETR – Total	932	915	903	920	915	910
Applications processed accurately	100%	96%	100%	97%	95%	97%
Eligibility determinations processed on time	90%	79%	87%	85%	87%	87%

- Real Estate Tax Relief performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- These measures are reported on a Calendar Year (CY).
- Several program changes went into effect in CY 2019. These changes include: an increase in the maximum allowable asset levels, allowable asset deductions, allowable income deductions, a decrease in the income level, and a new income band of 75 percent.
- The complexity of the new program rules continues to be monitored, including the time spent to process applications.
- In FY 2017, "Eligibility determinations processed on time" decreased due to staff transitions.

Homeless and Shelter Services / Continuum of Care

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of participants exiting to permanent housing: Individual Shelters	36%	43%	45%	48%	45%	45%
Percentage of participants exiting to permanent housing: Family Shelters	82%	86%	86%	88%	85%	85%

Percentage of adults in family shelter leaving the program with maintained or increased income	75%	73%	50%	69%	70%	70%
Percentage of individuals housed at the shelters serving adults only who leave with increased or maintained income, excluding emergency weather beds	66%	66%	63%	62%	65%	65%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Emergency shelter clients served at individuals shelters, excluding emergency weather beds	283	294	259	269	281	292
Emergency shelter clients served at family shelters	180	168	190	207	217	228
Hypothermia clients served using the emergency weather beds at the HSC	128	138	236	285	300	329

- In FY 2019, there continued to be an increase in hypothermia clients served using the emergency weather beds at the HSC. Additionally, a data collection process improvement was implemented to include transient hypothermia clients and those considered non-county residents. Roughly 57% of all hypothermia clients are non-county residents.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Rapid Re-Housing

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Participants exiting to Permanent Housing	148/92%	140/91%	180/90%	118/83%	161/90%	160/90%
Homeless Recidivism (Emergency Shelter Re-Entry)	22%	16%	16%	16%	16%	16%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average length of stay in months for people leaving the program	8.8	9.4	8.1	7.0	7.5	7.5
Number of people assisted with a housing subsidy and case management annually	298	310	322	318	330	330
Percent of adults who leave with increased or maintained income at program exit	71%	80%	76%	77%	75%	75%

- In FY 2019 one partnering agency temporarily halted operations that subsequently affected state grant spending utilization. The underutilized funding returned to the state resulted in the decrease of new participants served and corresponding tracking of RRH exits to permanent housing destinations.

- New measure "Homeless Recidivism (Emergency Shelter Re-Entry)" has been added. Recidivism is defined as the percentage of persons who returned to homelessness within two years of exiting a homeless program to permanent housing. Reported on Federal Fiscal Year (FFY), October 1 – September 30 of each year.

Supportive Housing

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Approved applicants who obtain housing	59/57%	68/69%	53/55%	57/55%	62/62%	68/65%
Permanent Supportive Housing (PSH) tenants who remain in permanent housing	233/92%	265/93%	266/90%	286/94%	293/95%	300/95%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Occupied PSH households at end of fiscal year	220	251	254	276	280	285
New committed affordable units (CAFs) secured each year for PSH	9/4%	19/6%	9/3%	17/7%	15/5%	15/5%
Landlord satisfaction: leasing office staff surveyed who are satisfied with PSH services	17/100%	20/100%	5/83%	16/94%	18/90%	18/90%
Timeliness of obtaining housing: median months from approval to move-in for applicants	4	3	5	5	4	5
Case manager home visits completed or attempted every 90 days	715/82%	749/76%	829/77%	874/77%	996/83%	1,092/85%

- "Occupied PSH households at end of fiscal year" reflects households subsidized by local or federal or state funds. The number includes current households, households filling new units, and households filling vacant units. Growth in FY 2017 through FY 2019 is attributed to a state contract to house an additional 44 PSH clients.
- CAFs are units that were built, acquired or renovated with public funds and are designated to remain at below-market rates. These units are set aside specifically for low or moderate-income households at varying levels of affordability. CAFs are considered "secured" for PSH when a project is approved and has Board Approved funding.
- "Median months from approval to move-in" times remained the same in FY 2018 and 2019. Clients referred for assistance continue to present complex challenges and barriers affecting housing placements. As a result, wait times for approved PSH clients continue to increase. Low vacancy rates also continue to impede the program's ability to house clients. Of the dedicated PSH units, the program maintained an 97% occupancy rate in FY 2019. Other general agreements with landlords are available only upon turnover or application acceptance.
- In FY 2019, "Landlord satisfaction: leasing office staff surveyed who are satisfied with PSH services" increased due to improved response rate. To increase response rate, more time was allocated for the FY 2019 survey, and staff increased follow-up activities. Areas of strong satisfaction included: landlord's ability to reach PSH staff when there are tenancy issues, PSH

staff responsiveness in addressing tenancy issues, and helpfulness during applicant lease up process.

- The tracking of the number and percent of home visits conducted was revised in FY 2018 to include home visits which the case manager attempted, but the client refused.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

PUBLIC ASSISTANCE

PROGRAM MISSION

To improve the lives of low income residents by effective administration of financial, medical, and supplemental nutrition programs structured and funded by federal, state, and local governments.

General Relief

- Provide financial support for severely disabled individuals awaiting eligibility determination for Social Security Disability benefits.

Auxiliary Grants

- Provide housing and care to elderly and disabled adults requiring residence in assisted living facilities through a monthly supplement to the facility.

Supplemental Nutrition Assistance Program (SNAP)

- Promote enhanced nutrition to low income households by supplementing food purchasing power through the issuance of monthly benefits that can only be used to purchase food items.

Medical Assistance

- Increase access to health care by providing health insurance to qualified low-income residents who are elderly, disabled, blind, pregnant, children under 19; and now with Medicaid Expansion, eligible adults aged 19-64.

Temporary Assistance to Needy Families (TANF)

- Provide financial stability to families with related minor children whose income is too low to adequately meet the children's needs by providing a monthly subsidy to the family, generally accompanied by medical insurance.

Energy Assistance

- Help individuals and families meet heating and cooling needs by paying a portion of their primary utility costs.

Refugee Services

- Ease the transition of refugees while they acclimate to the United States and work towards employment by providing a monthly payment and Medicaid.

Title IV-E

- Ensure proper care for eligible children in foster care and provide ongoing assistance to children with special needs receiving adoption subsidies.

Child Care Subsidy

- Provide a childcare subsidy mandated for Temporary Assistance to Needy Families (TANF) and Virginia Initiative for Employment not Welfare (VIEW) recipients with eligible children and other low-income working families earning up to 185 percent of the federal poverty level.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in the Auxiliary Grants Program ($50,000) and Refugee Resettlement Program based on FY 2019 services levels ($5,000), partially offset by the reallocation of Consultants funding to Management and Administration ($8,000).

- ↓ Federal share revenue decreases due to a decrease in federal reimbursement for various administrative and eligibility services ($111,358), partially offset by an increase in the Out-stationed Eligibility Worker Program ($3,824) and the Refugee Resettlement Program ($5,000) based on FY 2019 service levels.
- ↑ State share revenue increases due to an increase in the state portion of the Auxiliary Grants Program ($40,000), partially offset by a decrease in the state reimbursement for various administrative and eligibility services ($20,790).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,231,219	$4,692,024	$4,706,334	-
Non-Personnel	834,131	941,452	988,452	5%
Total Expenditures	5,065,350	5,633,476	5,694,786	1%
Federal Share	2,279,678	2,542,630	2,440,096	-4%
State Share	1,272,676	1,243,565	1,262,775	2%
Other	22,951	-	-	-
Total Revenues	3,575,305	3,786,195	3,702,871	-2%
Net Tax Support	$1,490,046	$1,847,281	$1,991,915	8%
Permanent FTEs	51.25	51.25	51.25	
Temporary FTEs	-	-	-	
Total Authorized FTEs	51.25	51.25	51.25	

PERFORMANCE MEASURES

General Relief

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of households assisted with General Relief Maintenance per month	93	83	77	52	60	60
Applications processed on time	100%	100%	100%	100%	100%	100%
Recipients receiving SNAP and/or Medicaid	N/A	N/A	N/A	98% /87%	100% /90%	100% /90%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
General Relief Maintenance expense	$215,208	$217,953	$201,898	$136,058	$200,000	$200,000
SSI reimbursements for General Relief payments	N/A	N/A	N/A	39%	40%	40%

- General Relief performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.

- "Average number of households assisted with General Relief Maintenance per month" decreased in FY 2019 due to Medicaid Expansion, which serves citizens and qualifying immigrants with income of 138 percent of the Federal Poverty Level.
- General Relief Maintenance expenses are offset by reimbursements from Social Security when clients are awarded Supplemental Security Income (SSI). The frequency and amount of these reimbursements fluctuate, depending on factors such as when clients first started receiving the General Relief Maintenance benefit and when their Social Security award is determined to be effective.
- In FY 2020, the General Relief Maintenance payment amount increased from $220 to $300 per month for single persons and from $294 to $350 per month for two or more persons, and General Relief Medical expense was terminated.

Auxiliary Grants

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of persons assisted per month	75	68	69	76	75	75

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Auxiliary Grant expense	$498,907	$453,547	$463,591	$547,150	$550,000	$550,000

- Auxiliary Grants performance measures were updated in FY 2019 to better describe the data reported.
- The increase in "Average number of persons assisted per month" and "Auxiliary Grant expense" in FY 2019 is due to a benefit rate change that increased expenditures, and slightly increased the number of clients eligible.

Supplemental Nutrition Assistance Program (SNAP)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of potentially eligible people participating in June of each year	35%	28%	26%	24%	22%	25%
Amount of benefits issued in June of each year	$825,964	$769,434	$682,021	$596,682	$500,000	$600,000

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of households participating in June of each year	4,455	4,109	3,842	3,532	3,500	3,500
Number of applications processed each year	2,642	2,627	2,448	2,329	2,400	2,300
Percent of applications processed within timeframe	99%	99%	99%	99%	99%	99%
Percent of cases calculated correctly that were reviewed locally (FFY)	90%	84%	87%	84%	90%	90%

- Due to public charge legislation, many potentially eligible recipients have been discouraged from enrolling in the SNAP program. According to the state of Virginia, the number of SNAP recipients are decreasing, therefore minimal growth in applications is anticipated and households will decrease and/or remain stagnant into the future.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Medical Assistance

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Medical Assistance households	12,408	12,581	13,206	15,484	15,500	15,500
Total applications received	4,731	4,774	4,676	7,165	6,000	6,000
Applications processed on time	99%	99%	99%	99%	97%	97%
Reviews processed on time	98%	98%	99%	99%	97%	97%
Accuracy of eligibility determinations	92%	96%	89%	88%	90%	90%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Enrollments at Virginia Hospital Center	326	256	270	236	250	250
Total Reimbursements (in millions)	$92,916	$102,093	$105,585	$108,497	$110,000	$110,000

- Medical Assistance performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- Medical Assistance performance measures are based on the State Fiscal Year (SFY) which runs from June 1 to May 31 of each year.
- Due to Medicaid Expansion, "Total Medical Assistance households" and "Total applications received" increased significantly in FY 2019.
- "Total applications received" will likely decrease during the upcoming year as many potentially eligible households applied during Medicaid Expansion. Enrollment is now leveling off with fewer spikes than in FY 2019.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Temporary Assistance for Needy Families

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Increase in monthly household income available to meet family living expenses as a result of receiving TANF: amount of income available with/without subsidy	$667/ $116	$762/ $351	$517/ $168	$649/ $312	$681/ $328	$681/ $328
Number/percent of VIEW participants employed	N/A	N/A	N/A	21/54%	25/55%	30/60%
Percent of VIEW participants still employed after six months	N/A	N/A	N/A	58%	70%	70%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total applications	406	415	319	254	200	200
Accuracy rate for internal audits	98%	97%	94%	100%	95%	95%
Processing timeliness for initial applications/redeterminations	99%/95%	99%/96%	100%/99%	100%/94%	99%/96%	99%/96%
Average households/individuals receiving benefits per month	N/A	N/A	154/316	132/232	120/200	120/200

- Temporary Assistance for Needy Families performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- Temporary Assistance for Needy Families performance measures are based on the State Fiscal Year (SFY), which runs from June 1 to May 31 of each year.
- Prior to FY 2018, income data was reported from the State's data system. Due to data system changes, FY 2018 forward is based on a review of all cases open in May of each fiscal year.
- Amount of income available to meet basic needs with TANF increased in FY 2016 and FY 2017 due to COLA of 2.5% provided by the state. In SFY 2020, the amount of income available for living expense to TANF recipients is projected to increase again due to the State Appropriations Act of 2019, increasing TANF payments by 5%.
- Methods for calculating employment retention were revised in FY 2019 for "Number/percent of VIEW participants employed or engaged in other work activities" and "Percent of VIEW participants still employed after three months" to enhance accuracy. Comparisons across fiscal years is not meaningful. Due to the strong economy, an increase in FY 2020 from this newly established FY 2019 baseline is anticipated for both of these measures.
- "Total applications" and "Average households/individuals receiving benefits per month" is expected to continue to drop due to the five-year (60 month) maximum lifetime benefit restriction.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Energy Assistance

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of applications processed	1,814	1,864	1,980	1,977	2,000	2,000
Number of households assisted	1,492	1,585	1,691	1,882	1,800	1,800

- Energy Assistance for Needy Families performance measures were updated in FY 2019 to better describe the data reported.
- FY 2016 and FY 2018 "Number of applications processed" were updated as they did not include the summer cooling applications due to a system error.
- In FY 2018, the State of Virginia began automatically approving Energy Assistance applications meeting specified criteria. Applications that do not meet the State's pre-approval criteria continue to be processed locally.

Refugee Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of applications processed	19	29	8	10	6	6
Average monthly households assisted	8	8	4	4	3	3
Refugee Services expense	$30,371	$30,742	$14,310	$16,160	$13,000	$13,000

- The number of applications processed each year depends upon the awarding of refugee status by the State Department.
- Fewer refugees are resettling in Arlington due to high cost of living.

Child Care Subsidy

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of income spent on childcare with/without subsidy - Fee-based families	6%/81%	7%/76%	7%/51%	7%/62%	7%/62%	7%/62%
Percent of income spent on childcare with/without subsidy - Head Start families	6%/68%	7%/62%	5%/50%	6%/57%	6%/57%	6%/57%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children receiving subsidy from local funds (County)	6	17	19	12	19	19

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Quality control processing accuracy rate: internal reviews calculated correctly	95%	93%	98%	97%	90%	97%
State funds spent for fee paying families: percent spent and amount of allocation	81%/ $1,538,218	86%/ $1,338,218	85%/ $1,036,969	80%/ $1,524,600	85%/ $1,784,266	85%/ $1,784,266
Total number of children receiving state childcare subsidy	269	202	170	180	170	170

- Child Care Subsidy performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- The U.S. Department of Health and Human Services has established the threshold for affordable child care at 7-10% of family income. Without a subsidy, child care costs would have accounted for more than half of the average family's income. With the subsidy, costs decreased to 5-7% of income.
- The Child Day Care Subsidy Program performance measures are based on the State Fiscal Year (SFY), which runs from June 1 to May 31 of each year.
- During SFY 2016, new state policy mirroring TANF policy was introduced requiring childcare families to refer absent parents to the Division of Child Support Enforcement Office. Many families receiving childcare subsidy declined services when informed of this policy at their annual review. This resulted in a decrease in subsidies to financially eligible families.
- In FY 2018, the number of children in Head Start decreased due to a change in state policy mandating that no additional children be added to the program due to funding reductions. New families were added to the fee program wait list.
- In SFY 2018, the state increased the Maximum Reimbursable Rate across all types of care, meaning the amount paid to the child care provider increased. As of FY 2019, Arlington has the highest reimbursable rate in the State of Virginia.
- In late FY 2019, the state provided $247,414 in additional funding to Arlington for families on the waitlist. The waitlist was cleared, but because the funding was received late in the year and some waitlist families were no longer eligible, not all of the additional funding was utilized.
- In FY 2019, "Number of children receiving subsidy from local funds (County)" decreased due to the availability of state funding to support these families. Local child care policy is expanding in FY 2020 and an increase in the number of children being served is anticipated.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

EMPLOYMENT SERVICES

PROGRAM MISSION

To promote the economic well-being and stability of residents and area employers by providing convenient, comprehensive employment services to job seekers and employers.

Job Search and Placement

- Conduct job seeker assessments to determine services needed.
- Provide access to job search information under the guidance of employment staff.
- Offer intensive assistance to job seekers needing the help of a case manager and job developer with the goal of placement into employment.

Skills Training

- Develop job seeker technical skills by developing an individualized training plan leading to enrollment in a specialized skills training program.

English for Speakers of Other Languages Training

- Prepare job seekers with limited English proficiency by providing English language training through the Arlington Education and Employment Program (REEP).

Workforce Board and Consortium

- Provide management of the Alexandria/Arlington Regional Workforce Council (RWC), which provides oversight over federal Workforce Innovation and Opportunity Title I funds.
- Provide management of the Arlington/Alexandria Workforce Development Consortium that facilitates partnerships between the RWC, local businesses, and the County government.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to lower retirement contributions based on current actuarial projections, the transfer out of an Administrative Specialist to the Child and Family Services Division ($89,720, 1.0 FTE) and an Administrative Technician I to Management and Administration ($69,375, 1.0 FTE), partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↓ Non-personnel decreases due to the reduction in the Workforce Innovation and Opportunity Act (WIOA) Grant ($9,816) and Contractual Services ($11,700). The decreases are partially offset by an increase in the Virginia Initiative for Education and Work (VIEW) Grant ($9,347) and Supplemental Nutrition Assistance Program Employment and Training (SNAPET) grant ($5,192).
- ↑ Fees increase due to new fee for workforce development services to ensure that services are sustainable so that the workforce development courses can continue to grow to meet the growing demands of the labor force in Arlington County ($26,050).
- ↓ Federal share revenue decreases due to the reduction in the WIOA Grant ($49,218), partially offset by an increase in the VIEW Grant ($7,157) and SNAPET Grant ($4,387).
- ↑ State share revenue increases due to an increase in the VIEW Grant ($741).
- ↓ Other revenue decreases due to the phase-out of the One-Stop Center Cost Allocation Plan as a result of an Employment Services reorganization ($41,592).

EMPLOYMENT SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,575,315	$2,018,765	$1,912,048	-5%
Non-Personnel	1,380,598	1,387,459	1,380,482	-1%
Total Expenditures	3,955,913	3,406,224	3,292,530	-3%
Fees	-	-	26,050	100%
Federal Share	783,134	730,629	692,955	-5%
State Share	43,412	47,134	47,875	2%
Other	83,371	80,000	38,408	-52%
Total Revenues	909,917	857,763	805,288	-6%
Net Tax Support	$3,045,997	$2,548,461	$2,487,242	-2%
Permanent FTEs	24.00	21.00	19.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	24.00	21.00	19.00	

PERFORMANCE MEASURES

Employment Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Placement rate of case managed clients: number/percent placed in employment	N/A	N/A	N/A	305/48%	441/70%	441/70%
Average wage at time of placement into employment	$15.81	$14.87	$15.46	$24.18	$15.63	$17.00
Case managed clients still employed after six months	397/79%	290/72%	230/75%	229/75%	283/75%	331/75%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Ongoing case management clients	798	662	547	631	630	630
Average time from referral to case management to placement into employment for case managed clients (months)	3.6	3.7	3.2	2.3	2.3	2.3
Visits to the Resource Center (duplicated)	12,996	13,361	9,512	6,546	12,000	12,000
Number of recruitment fairs	80	101	112	89	118	120
Number of students attending Arlington Teen Summer Expo	1,322	1,401	1,441	1,436	1,425	1,425

- Employment Services performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan. The methodologies for calculating number of case managed clients and number of months spent in job search were also revised to improve accuracy.
- Methods for calculating placements were revised in FY 2019 for "Placement rate of case managed clients: number/percent placed in employment" to enhance accuracy. Comparisons across prior fiscal years are not meaningful.
- Proposed increase in "Placement rate of case managed clients: number/percent placed in employment" in FY 2020 and FY 2021 is consistent with the above mentioned new methodologies, with the end goal of achieving 70% employment over time.
- In FY 2019 the significant increase in "Wage at time of placement into employment" was due to a few significant wage outliers that skewed the average. The wage ranges, however, are similar in FY 2019 to those of prior fiscal years.
- Proposed increase in "Case managed clients still employed after six months" in FY 2020 and FY 2021 is because employment retention data calculated in FY 2019 and in prior fiscal years only accounted for a subset of federal/state/locally-funded clients. The data indicator will also change in FY 2020 to report on job retention after three months, the measure that is calculated and reported for all Employment Services grants.
- "Ongoing case management clients" increased in FY 2019 due to program staff's increased outreach efforts.
- "Average time from referral to case management to placement into employment for case managed clients" decreased to 2.3 months in FY 2019. This was due to better coordination between program staff, specifically Employment Specialists and the Business Engagement Team, to find clients jobs in a timely manner. Prior to FY 2019 this measure reported time from intake to placement, rather than referral to placement, so data from prior years may not be comparable.
- The decrease in "Number of recruitment fairs" in FY 2019 is attributed to focusing staff efforts on producing large job fairs (100+ attendees) rather than smaller individual hiring events (fewer than 100 attendees). Due to increased employer demand, it is anticipated that the number of employer events in FY 2020 will increase significantly.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

PROGRAM MISSION

To provide leadership and management of the Public Health Division.

Management and Administration

- Promote excellent customer service in all program areas.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, managing budgets, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.
- Manage contractual relationship with the Virginia Department of Health (VDH) to deliver the required public health services as one of two locally administered health departments in the Commonwealth.

Emergency Preparedness and Response (EP&R)

- Assist County, community, and regional organizations and agencies in preparing to respond to the public health consequences of emergencies and train public health employees to prepare for and test emergency response plans.

Occupational Health

- Ensure a healthier County workforce.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to a Sequoia Plaza rent increase ($98,949), a medical malpractice insurance increase ($67,500), and a contractual increase for public safety staff health assessments ($4,714). In addition, there is a transfer in of temporary employment agency funds from the Community Health Services Bureau ($40,000).
- ↑ State share revenue increases due to an increase from the Virginia Department of Health Cooperative Award for mandated programs ($62,047).

MANAGEMENT AND ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,783,835	$2,950,168	$3,121,440	6%
Non-Personnel	2,907,247	2,673,364	2,884,527	8%
Total Expenditures	5,691,082	5,623,532	6,005,967	7%
Federal Share	121,301	-	-	-
State Share	1,403,673	1,368,688	1,430,735	5%
Total Revenues	1,524,974	1,368,688	1,430,735	5%
Net Tax Support	$4,166,108	$4,254,844	$4,575,232	8%
Permanent FTEs	22.50	22.50	22.50	
Temporary FTEs	1.50	1.50	1.50	
Total Authorized FTEs	24.00	24.00	24.00	

PERFORMANCE MEASURES

Emergency Preparedness and Response (EP&R)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of emergency exercises and drills which Division staff conducted or in which staff participated	10	20	20	37	37	37
Percent compliance with annually required data reported to the Centers for Disease Control	100%	100%	100%	100%	100%	100%
Met Project Public Health Ready Criteria (Yes/No)	N/A	N/A	N/A	N/A	Yes	N/A
Percentage of Public Health Division employees compliant with state and federal National Incident Management trainings (IS100, ICS200 and ICS700)	89%	95%	95%	97%	97%	97%
Total Number of active Medical Reserve Corps volunteers	448	447	447	347	350	400

- The number of emergency exercises and drills conducted can vary from year to year depending on EP&R staff involvement with drills and exercises conducted by other National Capital Region jurisdictions. Participation in those activities is counted for Arlington County as the experience is relevant. The jump in the number between FY 2018 and FY 2019 occurred because EP&R began tracking all types of drills and exercises in addition to tabletop, functional, and full-scale ones.
- Project Public Health Ready (PPHR) is a recognition process conducted by NACCHO (National Association of County and City Health Officials). Conducted every five years, it is a national peer review of local public health emergency response plans to assess the jurisdiction's readiness to respond to various types of emergencies. In order to pass the review, the jurisdiction must meet all criteria. The next PPHR review is in FY 2020.

- The percentage of Public Health Division employees compliant with state and federal National Incident Management trainings varies from year to year based on date of hire for new staff. Recently hired staff might not have completed their training by the point at which the data is reported.
- The overall decrease in the number of MRC volunteers from FY 2018 to FY 2019 is due to the purging of volunteers who were inactive across a 12 month time period. The estimates for FY 2019 and FY 2020 are based on FY 2018 new volunteers added and oriented. Based on MRC recruitment plans, an increase in active MRC volunteers is projected for FY 2021.

Occupational Health

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of County employees attending Occupational Safety and Health (OSHA) required trainings	199	5,058	5,820	4,158	4,200	4,200
Percent of County employees receiving follow-up referrals after health risks were detected on screening	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
County employee attendance at worksite health or safety (non-OSHA) programs	1,237	7,445	6,884	4,431	4,500	4,500
Number of County employees screened for health and safety risks who were able to perform the job	2,493	2,832	2,547	2,671	2,700	2,700
Number/percent of OSHA defined abnormal hearing tests getting appropriate follow-up	1/100%	0/100%	2/100%	3/100%	3/100%	3/100%
Percent of all County employees screened for work health and safety risks who were able to perform the job	100%	99%	99%	99%	99%	99%

- The estimates for FY 2020 and FY 2021 are based on FY 2019 actuals.
- Beginning in FY 2017, the County's Office of Risk Management began implementing new systems for centralized tracking of County employees attending OSHA required trainings and worksite health or safety (non-OSHA) programs. This centralized tracking resulted in an increase in numbers previously not captured due to paper-based records and/or on-line trainings not recorded via a centralized system. Data includes both employees mandated to complete trainings, and employees who complete trainings on a voluntary basis. For FY 2019 there was a decrease number of employees reported as attending both the OSHA required trainings and worksite health or safety (non-OSHA) programs, likely due to fewer non-mandated employees completing the courses.
- The number of employees screened for health and safety risks who were able to perform the job varies annually. A number of employees are in positions or have conditions that require more frequent screenings to assure job readiness. The increase in FY 2017 was largely due to a voluntary immunization status/vaccination update program for employees potentially exposed to vaccine-preventable illness. Following the FY 2017 increase, FY 2018 numbers went down as staff immunizations were current.

- The number/percent of OSHA defined abnormal hearing tests getting appropriate follow up varies from year to year.

Management and Administration

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of budgeted third-party revenue received	98%	98%	99%	100%	100%	100%

- FY 2020 and FY 2021 are based on FY 2019 actuals.

COMMUNITY HEALTH SERVICES

PROGRAM MISSION

To prevent disease and promote optimum health for at-risk populations in the following areas:

Family Planning

- Prevent unintended pregnancy, support planned conception, and promote the health of women of childbearing age.
- Provide clinic services, contraceptive information, and health education for all men and women.

Maternity Care

- Prevent poor pregnancy outcomes and promote better prenatal care through clinic visits, health and nutrition education, and case management.

Immunization Clinic

- Provide immunizations to children and adults along with information about vaccine requirements, recommendations, safety, contraindications, and common reactions.

Child Health Medical Case Management

- Provide home-based assessments and education to low-income pregnant women and their children to support normal child growth and development.
- Connect low income families with children under age six to a regular health care provider.

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

- Prevent nutritional deficiencies and support optimum growth and development for low income mothers and their children.
- Provide a combination of direct nutritional supplementation, nutrition education, and increased access to health care and social services.
- The program focuses on pregnant, breast-feeding and postpartum women, infants, and children up to age five.

HIV/AIDS & Sexually Transmitted Infections (STI) and the AIDS Drug Assistance Program (ADAP)

- Control and prevent disease spread of Human Immunodeficiency Virus (HIV), Acquired Immune Deficiency Syndrome (AIDS), and Sexually Transmitted Infections (STIs).
- Provide testing, treatment, counseling, and referrals.
- Provide medications to persons living with HIV/AIDS.
- Monitor and promote patient compliance with taking HIV/AIDS medication.

Dental Clinic

- Prevent harmful effects of dental disease through prevention and treatment, targeting children through high school age, and adults age 60 and older.

COMMUNITY HEALTH SERVICES

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections and the transfer out of a Clinic Aide to the Behavioral Healthcare Division ($61,291, 1.0 FTE).
- ↓ Non-personnel decreases primarily due to the transfer of pharmaceuticals to Management and Administration ($40,000).
- ↑ Fees increase due to projected revenue increases from dental client fees ($3,654) and family planning client fees ($4,546).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,598,715	$5,899,176	$5,971,488	1%
Non-Personnel	648,546	717,629	677,929	-6%
Total Expenditures	6,247,261	6,616,805	6,649,417	-
Fees	173,743	175,500	183,700	5%
Federal Share	758,123	659,009	659,009	-
State Share	1,198,183	1,166,229	1,166,229	-
Total Revenues	2,130,049	2,000,738	2,008,938	-
Net Tax Support	$4,117,211	$4,616,067	$4,640,479	1%
Permanent FTEs	56.50	56.50	55.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	56.50	56.50	55.50	

COMMUNITY HEALTH SERVICES

PERFORMANCE MEASURES

Family Planning Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total clients served	2,569	2,658	2,398	2,235	2,200	2,200
Total number of client visits	4,829	4,902	4,423	4,167	4,100	4,100
Total number of outreach events	37	29	35	50	50	50
Number of people reached at outreach events	1,779	4,141	3,948	2,457	2,400	2,400
Percent of teens encouraged to have parental involvement in their decisions regarding reproductive health	100%	99%	93%	100%	100%	100%
Average total visit time for comprehensive family planning visits (in minutes)	91	83	96	71	71	71
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	N/A	80%	81%	86%	86%	86%
Percent of clients approved for a LARC (long acting reversible contraceptive) who receive it same day	N/A	13%	58%	56%	56%	56%
Percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth	N/A	85%	89%	85%	85%	85%
Percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result	N/A	48%	48%	56%	56%	56%

- The overall decrease in clients served since FY 2016 is likely due to a combination of two factors: 1) the decrease in the number of uninsured women of reproductive age living in Arlington; and 2) the expansion of the Affordable Care Act (ACA) may have led to an increase in the number of clients who met eligibility criteria and were therefore insured and able to find a private provider.
- The variation in the number of visits per year since FY 2016 is commensurate with the change in the number of clients served per year.
- In FY 2018, the outreach team increased innovative outreach events to reach new audiences. In FY 2019, we attended more outreach events, but there were significantly fewer participants to some events that were well attended in previous years. This may have been due to concerns about their immigration status.
- In FY 2018, 53 out of 57 teenage clients had a documented conversation. The remaining 4 had conversations, but they were not documented and therefore were not counted.
- In FY 2019, the Average Total Wait Time was changed to Average Total Visit Time for Comprehensive Family Planning Visits as Title X now focuses on total visit time instead of total wait time. In FY 2019, the Average Total Visit Time is within the parameters established by Title X, which requires that wait time not exceed 90 minutes. The decrease from FY 2016 to FY 2019 was due to process efficiencies and improvements in clinic flow.
- The following measures were new in FY 2017 and therefore no prior years' data are reported: Percent of clients approved for a LARC who received it same day; percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth; and percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result. These are discussed in more detail in the performance measurement plan (see link, below).

- In FY 2019, the measure of clients receiving a LARC within one week was changed to clients receiving a LARC the same day because it better captures that clients were able to leave with the method they requested. Between FY 2017 and FY 2018, the increase in the percent of clients receiving a LARC the same day occurred because of streamlined paperwork and more clinicians trained to insert LARCs.
- In FY 2017, a new client survey was implemented as part of the Customer Experience Initiative in public health. Components of customer experience are rated as "unsatisfactory," "satisfactory," "excellent," or "wow" to match division expectations of delivering an "excellent" or "wow" experience to all customers.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternity Care

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of low birth weight infants born to clients served through 36 weeks	4.9%	2.0%	1.2%	2.8%	2.8%	2.8%
Percent of pre-term deliveries among clients served through 36 weeks	4.9%	2.8%	2.8%	4.1%	4.1%	4.1%
Percent of women enrolling in prenatal care in the first trimester of pregnancy	67%	66%	72%	70%	70%	70%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total clients served	731	694	673	563	560	560
Total client visits	4,666	4,563	4,337	3,663	3,600	3,600
Percent of clients who got all critical tests on time at admission visit	100%	100%	99%	100%	100%	100%
Percent of clients who got all critical tests on time at first clinician visit	100%	100%	99%	99%	99%	99%
Percent of clients who got all critical tests on time between 15 and 21 weeks	99%	99%	100%	100%	100%	100%
Percent of clients who got all critical tests on time between 24 and 28 weeks	95%	95%	97%	97%	97%	97%
Percent of clients who got all critical tests on time between 35 and 37 weeks	100%	100%	100%	100%	100%	100%
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	N/A	82%	87%	88%	88%	88%
Percent of clients who rated our use of a language that they understood and spoke as "excellent" or "wow"	N/A	82%	80%	93%	93%	93%

- The percentage of low birth weight infants born to clients served through 36 weeks and the percentage of pre-term deliveries among clients served through 36 weeks varies from year to year based on individual client characteristics. Staff routinely review the records of these clients to identify common factors and/or trends; none were identified.
- The decrease in clients served since FY 2016 is likely due to a combination of factors: 1) the decrease in the number of uninsured pregnant women living in Arlington; 2) the expansion of the Affordable Care Act (ACA) may have led to an increase in the number of clients who met its eligibility criteria and were therefore insured and able to find a private provider; and 3) an increase in Long Acting Reversible Contraceptives (LARCs) insertions in the Family Planning program.
- The decrease in the number of visits between FY 2016 and FY 2019 is commensurate with the decrease in the number of clients. The reason for the decrease in the number of clients served is discussed above.
- In FY 2017, a new client survey was implemented as part of the Customer Experience Initiative in public health. Components of customer experience are rated as "unsatisfactory," "satisfactory," "excellent," or "wow" to match division expectations of delivering an "excellent" or "wow" experience to all customers.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Immunization Clinic (OIC)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total clients served (all services)	4,079	4,088	3,521	3,390	3,390	3,390
Total visits (all services)	6,874	7,126	5,876	5,664	5,664	5,664
Total OIC Services: immunizations (including flu) and TSTs administered	13,601	16,670	14,289	11,209	11,209	11,209
Cases of reportable vaccine-preventable diseases among Arlington children and adults immunized at Immunization Clinic	0	1	0	0	0	0

- Data include services provided at the Open Immunization Clinic (OIC) only.
- The decrease in the number of clients may be due to more clients accessing care through private providers due to the Affordable Care Act, the expansion of Medicaid, and low-income clients moving from area due to cost of living. The number of visits and services is commensurate with the number of clients.
- Tuberculin Skin Tests (TST), which are used to identify the presence of the bacterium that causes Tuberculosis (TB), are administered at OIC. A TST requires two visits to the clinic, one to apply the skin test and a second, 72 hours later, to read the results.
- This program has a performance measurement plan in place for services provided at OIC. You can read this program's complete FY 2019 plan here:

http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of cases meeting eligibility processing standards	100%	100%	100%	100%	100%	100%
Percent of underweight children ages 2 to 5 moving towards a healthier weight	92%	82%	67%	67%	67%	67%
Percent of overweight children ages 2 to 5 moving towards a healthier weight	24%	25%	27%	30%	30%	30%
Percent of Women, Infants and Children (WIC) breastfeeding infants who were ever breastfed	89%	91%	91%	93%	93%	93%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 6 months	42%	61%	65%	72%	72%	72%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 1 year	21%	29%	36%	35%	35%	35%
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	N/A	N/A	88%	91%	91%	91%
Percent of clients responding to an annual survey who rated our use of a language that they understood and spoke as "excellent" or "wow"	N/A	N/A	89%	90%	90%	90%
Monthly average number of active clients	2,618	2,397	2,182	2,013	2,000	2,000

- The measure "percent of cases meeting eligibility processing standards" ensures that local agencies notify applicants of their eligibility for benefits within 10 days for pregnant women, infants under six months of age, migrants and homeless persons and 20 days for all others.
- The number of underweight children ages two to five moving toward a healthier weight is small (12 or less in each year); therefore even small changes in the number of underweight children often account for the variations in percentages.
- The increase in WIC breastfeeding infants who were ever breastfed, breastfed at 6 months, and breastfed at 1 year between FY 2016 and FY 2019 is due to a combination of several factors: 1) Breastfeeding counselors focused their efforts on clients during the early post-partum period when most problems with breastfeeding typically occur; 2) the addition of face-to-face classes for pregnant and breastfeeding mothers; 3) The addition of breastfeeding support groups held in the community twice a month; and 4) Breastfeeding counselors are making home visits for clients with breastfeeding difficulties.
- In FY 2017, a new client survey was implemented as part of the Customer Experience Initiative in public health. Components of customer experience are rated as "unsatisfactory," "satisfactory," "excellent," or "wow" to match division expectations of delivering an "excellent" or "wow" experience to all customers.
- The overall decrease in the monthly average number of WIC clients reflects eligible clients relocating outside of Arlington for economic reasons. Clients may also be choosing not to enroll because of concerns about their immigration status.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

COMMUNITY HEALTH SERVICES

HIV/AIDS & Sexually Transmitted Infections (STI) and the AIDS Drug Assistance Program (ADAP)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Chlamydia rate per 100,000 population	414	403	468	490	490	490
Number of new Chlamydia cases	897	889	1,057	1,110	1,110	1,110
Gonorrhea rate per 100,000 population	67	99	100	110	110	110
Number of new Gonorrhea cases	146	219	226	249	249	249
Syphilis rate per 100,000 population	21	22	38	34	15	15
Number of new Syphilis cases	46	49	87	78	34	34
Perinatal Hepatitis B cases	17	13	13	14	14	14
HIV rate per 100,000 per population	10	9	13	10	10	10
Number of new HIV cases	24	20	23	23	23	23
Number of HIV positive clients receiving AIDS Drug Assistance Program services	119	97	63	60	60	60
Total number of sexually transmitted disease clinic visits (includes HIV)	2,275	1,793	1,233	1,231	1,231	1,231
Percentage of STI Clinic clients who rated their overall customer experience as "excellent" or "wow"	N/A	N/A	91%	96%	96%	96%

- The above rates were calculated using the July 1, 2018 population estimates from the Arlington County Department of Community Planning and Housing Development.
- Data on the number of new cases is from the Virginia Department of Health (VDH).
- Overall, the number of cases of each sexually transmitted infection varies from year to year based on individual client characteristics. Arlington's FY 2016 - 2019 increases in the number of Chlamydia, Gonorrhea and Syphilis cases mirror regional trends. Arlington's decrease in the number of new HIV cases during the same period mirrors national trends but does not mirror state and regional numbers. There was no discernable pattern that explained those variations.
- The total number of STI Clinic visits varies from year to year. The overall decline between FY 2016 and FY 2019 is due to the overall decrease in the number of clients and the resulting decrease in the number of visits. The decline between FY 2016 and FY 2017 is due to the reduction in clinic hours. The decline between FY 2017 and FY 2018 is due to clients being charged for STI services as mandated by VDH.
- AIDS Drug Assistance Program (ADAP) services have decreased since FY 2016 as more individuals became enrolled in the Affordable Care Act (ACA) and state supported insurance programs.
- In FY 2017, a new client survey was implemented as part of the Customer Experience Initiative in public health. Components of customer experience are rated as "unsatisfactory," "satisfactory," "excellent," or "wow" to match division expectations of delivering an "excellent" or "wow" experience to all customers.
- The STI Clinic and ADAP programs have performance measurement plans. The data above align with those plans. You can read both programs complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Dental Clinic

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total client visits	1,856	1,889	1,407	1,899	1,900	1,900
Total number of clients	760	809	714	729	730	730
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	N/A	87%	92%	95%	95%	95%
Percentage of clients who rated how we explained things as "excellent" or "wow"	N/A	87%	93%	97%	97%	97%
Percentage of clients that indicated that they were able to get an appointment when needed	86%	81%	69%	80%	80%	80%
Percentage of adult appointment slots utilized by adults	89%	91%	92%	91%	91%	91%
Percentage of children's appointments slots utilized by children	68%	75%	72%	78%	78%	78%
Percentage of open appointment slots (both adult and children) utilized	93%	92%	93%	92%	92%	92%
Percentage of all clinic appointment slots utilized	86%	85%	85%	88%	88%	88%
Number/percent of preventive visits at which clients who were offered and received all appropriate preventive care	790/98%	847/98%	659/99.5%	833/99.5%	833/99.5%	833/99.5%
Number/percent of clients completing corrective treatment plan within 6 months	402/86%	405/86%	311/82%	465/91%	465/91%	465/91%
Number/percent of clients who return for a new preventive treatment plan in 12 months	480/59%	481/59%	460/53%	401/60%	401/60%	401/60%

- The Dental Clinic provides preventive and corrective care to low-income, uninsured Arlington residents who are either children up to age 19 or adults age 60 and above.
- Dental Clinic appointment slots are either reserved for children (64 percent), adults (28 percent), or are open to either client type (8 percent). Currently there are four open slots available per week to either adults or children on a first come, first served basis.
- More appointment slots are reserved for children because there are fewer other community options available for uninsured children than for adults.
- In FY 2018, the number of clients and visits was impacted by the dental clinic being closed for three months due to a fire.
- The percentage of clients that indicated that they were able to get an appointment when needed decreased in FY 2018, due to the closure after the fire.
- In FY 2017, a new client survey was implemented as part of the Customer Experience Initiative in public health. Components of customer experience are rated as “unsatisfactory,” “satisfactory,” “excellent,” or “wow” to match division expectations of delivering an “excellent” or “wow” experience to all customers.
- Adults utilized the majority of their appointment slots and most of the open slots in FY 2019.
- Utilization of appointment slots reserved for children decreased in FY 2018. When the clinic reopened after the fire, rescheduling clients with cancelled appointments was prioritized,

resulting in a decrease in the percentage of slots being used by the correct client type. It increased again in FY 2019.

- The percentage of open appointment slots (both adult and children) utilized remained steady between FY 2016 and FY 2019.
- All unused children's slots were made available to adults. This brought total utilization of all clinic appointment slots to 88 percent.
- Appropriate preventive care includes an examination, cleaning, oral hygiene education, oral cancer screening, and fluoride varnish for clients ages 13 years and younger.
- The percent of clients completing corrective treatment plans decreased in FY 2018, due to the dental clinic fire. Clients with corrective treatment plans established during the 6 months before the fire did not have the full 6 months to complete their plans.
- The percent of clients who returned for a new preventive treatment plan in 12 months decreased in FY 2018, due to the fire. Clients with preventive treatment plans established during the 12 months before the fire did not have the full 12 months to complete their plans. It increased again in FY 2019.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

SCHOOL HEALTH

PROGRAM MISSION

To keep children healthy and safe to promote learning.

School Based Health Clinics

- Provide first aid and emergency care to sick and well children, including administering medications.
- Provide a wide range of health services for students with disabilities and special health care needs.
- Monitor immunization status, give immunizations, and assess student health status.
- Provide preventative Health Education for students, teachers, and parents.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Health Appraisal Clinics

- Provide physical exams, immunizations, and other screening required for school entry.

Parent Infant Education (PIE)

- Screen and assess developmental disabilities and delays.
- Provide physical, occupational, speech, social work and educational therapy.
- Coordinate services for families, assist families to access resources and provide parent support and training.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to a decrease in grant related to the Parent Infant Education Program (PIE) ($11,322).
- ↓ Intra-County Charges decrease due to projected increases of Arlington Public Schools (APS) summer school reimbursements for work performed by clinic aides ($56,032).
- ↓ Fee revenues decreases due to projected revenue decreases from PIE Medicaid ($18,820), PIE Medicaid/Part C SPO ($3,380), and PIE Medicaid/Part C Clinic Option ($42,283).

SCHOOL HEALTH

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,358,610	$6,727,640	$6,950,529	3%
Non-Personnel	819,112	945,124	933,802	-1%
Intra-County Charges	(32,080)	23,952	(32,080)	-234%
Total Expenditures	7,145,642	7,696,716	7,852,251	2%
Fees	107,134	185,883	121,400	-35%
Federal Share	896,780	1,005,227	1,005,227	-
Total Revenues	1,003,914	1,191,110	1,126,627	-5%
Net Tax Support	$6,141,728	$6,505,606	$6,725,624	3%
Permanent FTEs	63.52	66.07	66.07	
Temporary FTEs	-	-	-	
Total Authorized FTEs	63.52	66.07	66.07	

PERFORMANCE MEASURES

School Based Health Clinics

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of students enrolled (School enrollment as of September 30)	25,238	26,152	26,941	27,436	28,495	29,262
Students with medical notifications	8,169	6,726	6,961	6,782	6,782	6,782
Total Number of Clinic visits	138,465	145,571	132,455	130,638	130,638	130,638
Percent of controlled substances (medications) administered per protocol	N/A	99%	99%	99%	99%	99%
Percent of Individual health care plans that meet all appropriate standards for the condition	N/A	88%	93%	93%	93%	93%
Total Vision Screenings	9,767	10,184	10,051	9,518	9,518	9,518
Total Hearing screenings	9,593	9,983	10,132	9,495	9,495	9,495
Percent of mass vision screenings completed	98%	100%	100%	99%	99%	99%
Percent of mass hearing screenings completed	98%	100%	98%	98%	98%	98%
Number of referrals made for services	2,062	2,128	2,206	2,261	2,261	2,261
Number of 6th grade students excluded from school for not receiving Tdap vaccination	7 of 1,830	6 of 1,962	6 of 1,879	6 of 2,121	6 of 2,121	6 of 2,121
Percent of parents responding to customer satisfaction survey indicating overall satisfaction with service	91%	94%	92%	91%	91%	91%

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of school staff responding to survey who indicate overall satisfaction with services	87%	91%	92%	87%	87%	87%

- School enrollment numbers are from Arlington Public Schools.
- The number of students with medical notifications varies from year to year based on individual student characteristics. Medical notifications are created about students who, because of a chronic health condition, may require a higher level of care during the school day. These notifications are provided to classroom teachers and/or other APS staff to alert them to these situations. As of September 2016 (FY 2017), some minor conditions that had previously required medical notification were reclassified and no longer need a notification.
- Overall, the number of clinic visits per school level varies from year to year based on a combination of factors, including the number of students at each school level (elementary, middle, and high), the number of students with chronic health conditions that require a clinic visit, students' ability to self-manage their chronic health care needs, and school health staffing.
- The number of clinic visits increased between FY 2016 and FY 2017. This is likely attributable to the combination of two (2) factors: 1) increased enrollment; and 2) very few "snow days" in FY 2017, so there were more days during the winter when school was open. Beginning in FY 2018, School Health implemented a new data collection process for clinic visits to ensure accuracy and efficient data collection. Clinic visit category definitions changed and prior year data is therefore not comparable.
- The measures "Percent of controlled substances (medication) administered per protocol" and "Percent of individual health care plans that meet all appropriate standards for the condition" were new and were added in FY 2017.
- Tdap vaccination provides protection from Tetanus, Diphtheria, and Pertussis (whooping cough). The Virginia Department of Education requires that all rising sixth graders have this vaccination. Students are not allowed to attend school until receiving the vaccination.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Parent Infant Education (PIE)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Clients referred	478	468	529	500	500	500
New Individualized Family Service Plans (IFSPs)	342	339	322	253	253	253
Number of Active Clients (new and ongoing IFSP's, unduplicated count)	625	653	642	583	583	583
Number of assessment and therapy hours provided by PIE therapists	1,212	1,113	1,166	806	806	806
Number of assessment and therapy hours provided by contracted therapists	8,493	7,034	7,546	6,353	6,353	6,353

Critical Measures	**FY 2016 Actual**	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Estimate**	**FY 2021 Estimate**
Total direct therapy and assessment hours (travel, documentation, teaming peer consultation and administrative time not included)	9,705	8,147	8,712	7,159	7,159	7,159
Percentage of clients receiving services in a language other than English	19%	20%	20%	16%	16%	16%
Number/percent of children offered an IFSP within 45 days of receipt of referral (families who request a delay are not included in the data)	222/78%	260/99.6%	244/99.6%	204/100%	204/100%	204/100%
Number/percent of clients offered to start services listed in the IFSP within 30 days of signing the IFSP	334/99%	341/99.7%	330/99.7%	257/99.6%	257/99.6%	257/99.6%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: positive social emotional skills	79/68%	72/55%	78/64%	81/63%	81/63%	81/63%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: acquisition and use of knowledge and skills	107/73%	109/59%	114/72%	120/72%	120/72%	120/72%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: use of appropriate behaviors to meet their needs	140/73%	106/63%	105/69%	109/70%	109/70%	109/70%
Percent of parents who agree, strongly agree or very strongly agree that early intervention services helped their family participate in typical activities for children and families in the community	81%	86%	87%	89%	89%	89%
Percent of parents who agree, strongly agree or very strongly agree that early intervention services helped their family feel more confident in meeting their child's needs	95%	93%	95%	92%	92%	92%
Percent of parents who agree, strongly agree or very strongly agree that early intervention services provided helped reach the outcomes/goals important to their family	97%	92%	96%	93%	93%	93%

- An Individualized Family Service Plan (IFSP) is a federally required plan that identifies the needs of the child and lays out how those needs will be met. It is a plan of care for the child with which both the program and the family agree.
- The number of new IFSPs varies because after intake/screening, 1) some children who are referred are found to be ineligible for services; and 2) some families decline services.
- The number of assessment hours provided by PIE (staff) therapists and contracted therapists varies based on 1) individual family/child characteristics; 2) the time needed to perform the assessments; 3) changes in workload, and 4) availability of staff and contracted therapists.
- The percent of children demonstrating substantial improvement at discharge (based on therapist assessment) on positive social emotional skills, acquisition and use of knowledge and skills, and use of appropriate behaviors declined between FY 2016 and FY 2017. However, overall discharge ratings have increased for all three child outcome areas since FY 2017. This may be attributable to data analysis of the indicator ratings being conducted to certify that the ratings being reported are reflective of the child's overall progress. In FY 2019 all therapists and service coordinators attended a required training on the state decision tree to ensure accurate indicator ratings are gathered for all three child outcome ratings.
- While the percent of parents who agree, strongly agree or very strongly agree that early intervention services helped their family remained relatively constant the number of parents responding to the survey declined between FY 2016 and FY 2018. In FY 2019 the response rate for the parent survey increased by 10% from FY 2018 due to PIE staff proactively promoting the survey. However, the overall response rate remains low which is likely the result of the statewide program's decision to discontinue its previous two-option survey methodology (paper-based or on-line) and move to on-line surveys only. The state is planning to make improvements to the methodology in forthcoming years.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

COMMUNITY HEALTH PROTECTION

PROGRAM MISSION

To control and prevent the spread of infectious diseases in the community.

Restaurant Inspection

- Prevent the spread of foodborne infectious diseases (e.g., salmonella, hepatitis) in food prepared in licensed establishments.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Pool Inspection

- Prevent the spread of waterborne infectious diseases (e.g., cryptosporidiosis) in swimming pools.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Hotel Inspection

- Protect public health and safety of guests and employees of licensed hotels and motels in Arlington County.

Animal and Rodent Control

- Investigate rodent complaints, educate the community on how to control rodents, and work to eliminate rodents on public property.
- Investigate animal bites to humans to prevent human rabies.
- Promote rabies vaccination among dogs and cats.

Disease Surveillance and Investigation

- Investigate potential outbreaks to limit the spread of infectious diseases (e.g., norovirus, bacterial meningitis), especially in at-risk settings (e.g., nursing homes, child care centers, homeless shelters).
- Identify and treat clients with active or latent tuberculosis.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Fee revenue increases due to the new fees for issuing vital statistics ($3,600) and projected revenue increases from Chest Clinic client fees ($1,157).

COMMUNITY HEALTH PROTECTION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,256,948	$3,285,914	$3,316,658	1%
Non-Personnel	162,713	242,172	241,872	-
Total Expenditures	3,419,661	3,528,086	3,558,530	1%
Fees	384,756	396,874	401,631	1%
Federal Share	43,000	43,000	43,000	-
State Share	765,068	785,227	785,227	-
Total Revenues	1,192,824	1,225,101	1,229,858	-
Net Tax Support	$2,226,836	$2,302,985	$2,328,672	1%
Permanent FTEs	28.50	28.50	28.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	28.50	28.50	28.50	

PERFORMANCE MEASURES

Restaurant Inspection

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number/percent of food establishments in enforcement process brought into compliance	90/ 99%	35/ 100%	25/ 100%	20/ 100%	20/ 100%	20/ 100%
Number of food establishments closed for imminent health hazards	23	10	20	24	24	24
Number of confirmed foodborne outbreaks associated with a licensed Arlington food establishment	0	0	0	0	Not predictable	Not predictable

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of establishments	1,080	1,067	1,070	1,088	1,088	1,088
Total number of risk factor plus and risk factor inspections completed	2,145	2,210	2,179	2,289	2,289	2,289
Number of food establishment inspections per Environmental Health Specialist FTE	451	461	396	394	394	394
Number/percent of inspections completed for food establishments requiring 1 inspection per year (calendar year measure)	499/ 100%	471/ 100%	471/ 100%	442/ 100%	442/ 100%	442/ 100%
Number/percent of inspections completed for food establishments requiring 2 inspections per year (calendar year measure)	555/ 94%	534/ 99%	558/ 100%	544/ 100%	544/ 100%	544/ 100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number/percent of inspections completed for food establishments requiring 3 inspections per year (calendar year measure)	965/ 100%	1,031/ 100%	1,027/ 100%	1,206/ 100%	1,206/ 100%	1,206/ 100%
Number/percent of inspections completed for food establishments requiring 4 inspections per year (calendar year measure)	80/ 100%	84/ 100%	80/ 100%	104/ 100%	104/ 100%	104/ 100%
Number of complaints of foodborne illness	70	77	58	70	Not predictable	Not predictable
Number of known affected individuals within the outbreaks	N/A	N/A	N/A	N/A	Not predictable	Not predictable
Enforcement Action 1: Number of Notices of Alleged Violation	78	31	20	19	19	19
Enforcement Action 2: Number of Fact-Finding Conferences	20	7	5	4	4	4
Enforecement Action 3: Number of Notices of Intent to Revoke License	2	0	2	0	0	0
Enforcement Action 4: Number of Revocation Hearings	2	0	2	0	0	0
Enforcement Action 5: Number of Licenses Revoked	1	0	0	0	0	0

- The majority of measures are provided on a fiscal year basis except where noted otherwise.
- The number of food establishments in the enforcement process varies from year to year based on individual food establishment compliance with the FDA Food Code. An establishment that has a pattern of violations will be brought into Enforcement. Enforcement is a multi-step process (per the categories listed) and progresses when the pattern of violations continues. Each step affords the owner the opportunity to correct the pattern of violations and to come into compliance with the Food Code. The decrease in enforcement actions may be due to efforts to create Risk Control Plans with establishments to address issues before they warrant enforcement. Five Risk Control Plans were completed in FY 2019.
- The total number of establishments includes those "brick and mortar" establishments that are active and permitted with a current license as of the first day of a fiscal year.
- Routine and risk factor inspections are unannounced inspections made on a prescribed schedule based on the establishment's risk factor category. The risk factor inspection focuses on those items most likely to result in foodborne illness. A routine inspection includes both a risk factor inspection as well as an inspection of good retail practices (facility/structural issues). The number of inspections required is calculated on a calendar year for all "brick and mortar" food establishments.
- The number of food establishment inspections per Environmental Health Specialist (EHS) FTE per year varies based on the total number of establishments, the inspection frequency protocol (see below) and the number of staff positions filled. The number of inspections per FTE decreased in FY 2018 due to filling vacant positions. The number of inspections/FTE remains above the FDA standard of 280-320 per FTE.
- Establishments are assigned one, two, three or four inspections per year based on specific risk-based factors. The number of inspections per year meets or exceeds the state standard of one inspection per establishment per year (two inspections per establishment per year for schools). After meeting the required state standard of one inspection per year, staff prioritized

those establishments scheduled for three or four inspections per year, as those establishments prepare more complex food and/or serve higher risk patrons. Among the establishments in the two inspections per year category, schools were the highest priority and all those inspections were completed. All other establishments that were assigned two inspections per year were the last priority because they posed the least risk due to their particular combination of risk factors.

- The number of complaints of foodborne illness varies from year to year based on the individual characteristics of the dining public. It is not predictable.
- The number of known affected individuals within the outbreaks is based solely on individuals identified as part of an official investigation by Environmental Health.
- All five (5) enforcement actions declined between FY 2016 and FY 2019. This is likely the result of two (2) factors: 1) A program shift that created an assigned set of establishments per EHS instead of random inspection assignments. This allowed the EHS to build a relationship and work consistently with an establishment to address any areas of concern. Assignments are changed every three years to help ensure that the relationships don't make it difficult for the EHS to be unbiased during inspections. 2) A commensurate effort to establish Risk Control Plan with establishments to address issues before they are big enough to warrant enforcement.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Pool Inspection

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Year-Round Water Recreational Facilities (calendar year measure)	55	54	48	43	43	43
Total Seasonal Water Recreational Facilities (calendar year measure)	245	245	241	247	247	247
Total Water Recreation Facilities (calendar year measure)	300	299	289	290	290	290
Number/percent of required inspections for Year-Round Water Recreation Facilities completed (calendar year measure)	158/ 100%	150/ 100%	141/ 100%	131/ 100%	131/ 100%	131/ 100%
Number/percent of required Pre-Opening inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	242/ 100%	244/ 99.5%	241/ 100%	247/ 100%	247/ 100%	247/ 100%
Number/percent of required Routine inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	484/ 100%	490/ 100%	482/ 100%	488/ 100%	488/ 100%	488/ 100%
Timeliness of database entry of inspection results	78%	70%	96%	99%	99%	99%
Reported illnesses, injuries or deaths associated with a licensed Water Recreational Facility (fiscal year measure)	10	0	1	0	Not predictable	Not predictable
Number of facility closures due to imminent health hazards	29	12	11	8	8	8

- Water Recreation Facilities (WRFs) include swimming, wading and diving pools, spas and interactive water features (e.g., spray grounds) that have treated, re-circulated water. Some swimming pools are open year-round; most operate seasonally, from May or June through September.
- There are three types of inspections for WRFs: Pre-opening (scheduled, completed prior to issuing license and facility opening); routine (unannounced, comprehensive) and follow up (unannounced, for re-inspecting items that were not in compliance at the time of the routine inspection).
- Inspections of Water Recreational Facilities are calculated on a calendar year basis.
- Timeliness of database entry of inspection results is a measure with data pulled from HealthSpace, a State database. Results reported are based on a sample of records (minimum of 20 percent of inspections by Environmental Health employees, 10 percent of inspections by summer contractor). Timeliness decreased in FY 2017 because the HealthSpace database experienced technical issues, preventing entry of data in a timely fashion. Timeliness of entry was a point of great emphasis, which resulted in 99% of sampled reports being entered in the appropriate timeframes in FY 2019.
- The number of reported illnesses, injuries or deaths associated with a licensed facility and the number of facility closures due to imminent health hazards. Data for this measure is dependent upon reports from those facilities.
- The one reported illness, injury or death in FY 2018 was a drowning of a person with a pre-existing seizure condition. All appropriate steps were taken by establishment staff during this incident. The 10 reported illnesses, injuries or deaths in FY 2016 were comprised of three near-drownings, two injuries and five illnesses associated with two separate outbreaks associated with WRF's.
- The number of facility closures due to imminent health hazards varies from year to year based on individual characteristics of the facilities and their management. It is not predictable. Most closures for imminent health hazards are due to chemical imbalances in the water. Establishments are typically able to re-open the same day.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Hotel Inspection

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of hotels licensed annually	43	44	45	46	46	46
Total Number of hotel inspections	47	49	50	46	46	46
Number of complaints	11	10	14	22	Not predictable	Not predictable
Percent of routine annual inspections completed	100%	100%	100%	100%	100%	100%
Timeliness of inspection entry	N/A	91%	100%	100%	100%	100%
Enforcement Action 1: Number of Notices of Alleged Violation	0	0	0	0	0	0
Enforcement Action 2: Number of Fact Finding Conferences	0	0	0	0	0	0
Enforcement Action 3: Number of Notices of Intent to Revoke License	0	0	0	0	0	0

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Enforcement Action 4: Number of Revocation Hearings	0	0	0	0	0	0
Enforcement Action 5: Number of licenses revoked	0	0	0	0	0	0

- Estimates for FY 2020 and FY 2021 are based on FY 2019 actuals.
- The total number of hotel inspections includes routine annual inspections, follow up inspections and pre-opening inspections. The Commonwealth's standard is one routine inspection per hotel per year. Additional inspections are done when hotel ownership changes and/or when follow up is needed.
- The number of complaints varies from year to year based on the individual characteristics of individuals who use hotels in Arlington. It is not predictable.
- Timeliness of database entry of inspection results is a measure that was first established in FY 2017. Data is pulled from HealthSpace, a state database. The Public Health Division standard for the hotel program is that inspections are to be entered within two (2) business days. Results reported are based on a review of all Arlington hotel records.
- Enforcement is a multi-step process (per the categories listed) and each step affords the owner the opportunity to correct the pattern of violations and to come into compliance.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Animal Control

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of animals quarantined for exposure to rabid animals or for biting humans	207	267	202	279	279	279
Number of animals vaccinated for rabies prevention	669	615	678	548	548	548

- FY 2020 and FY 2021 estimates were updated based on FY 2019 actuals.
- The number of animals quarantined for exposure to rabid animals or for biting humans varies from year to year.
- The number of animals vaccinated for rabies prevention varies with the number of animals brought by the public (from Arlington and surrounding jurisdictions) to the Animal Welfare League of Arlington (AWLA) for vaccination. The numbers have decreased for out-of-jurisdiction animals as more localities are providing this service to their residents.

Rodent Control Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of rodent complaints investigated	204	164	136	173	173	173
Number/percent of contacts initiated within the appropriate timeframe (one business day) regarding rodents INSIDE a residence or establishment	46/ 92%	29/ 94%	35/ 100%	60/ 92%	60/ 92%	60/ 92%
Number/percent of contacts initiated within the appropriate timeframe (three business days) regarding rodents OUTSIDE a residence or establishment	151/ 97%	133/ 100%	90/ 100%	108/ 100%	108/ 100%	108/ 100%
Cases of rodent-borne illnesses reported in Arlington residents	0	0	0	0	0	0

- The number of rodent complaints investigated each year may be influenced by changes in the amount of new construction in the County. New construction tends to disrupt rodent habitats, making rodent activity more apparent.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Disease Surveillance and Investigation Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of communicable disease investigations	1,266	1,495	1,578	1,399	1,399	1,399
Confirmed and probable cases	1,018	833	965	738	738	738
Percent of Communicable disease investigation initiated within required VDH timeframes	92%	95%	99%	98%	98%	98%
Number/percent of clients who received recommendations for individual control measures according to VDH criteria and timeframe	51/ 96%	38/ 95%	37/ 79%	62/ 91%	62/ 91%	62/ 91%
Number of outbreak investigations conducted	29	37	22	25	25	25
Number/percent of outbreak reports completed and submitted to VDH within mandated reporting timeframe	25/ 100%	34/ 92%	21/ 95%	24/ 96%	24/ 96%	24/ 96%
Number/percent of clients completing prophylaxis to prevent rabies as recommended	44/ 79%	54/ 69%	33/ 67%	39/ 71%	39/ 71%	39/ 71%

- The number of communicable diseases varies from year to year, affecting the number of communicable disease investigations.
- VDH has in the past conducted all chronic Hepatitis case investigations at the VDH Central Office. VDH currently has grant money to investigate Hepatitis C for clients between the ages of 25-45 years of age. The remainder of the Hep C investigations are the responsibility of the local health department.

- The significant increase in communicable disease investigations between FY 2016 and FY 2017 is attributable to a change in state law regarding reporting of animal bites. Beginning in FY 2016, all reports of animal bites were required to be reviewed by the local health department, not just those involving unknown and/or unvaccinated dogs.
- The Communicable Disease program tracks via the local database, the control measures given to clients with a communicable disease.
- The number of outbreaks varies from year to year, affecting the number of outbreak investigations conducted.
- There continue to be clients who have had a potential rabies exposure who refuse to cooperate with Public Health recommendations. Some refuse to identify the animal that exposed them. When the health of the animal cannot be verified, post-exposure prophylaxis is recommended. Clients may decline this recommendation based on their belief that their risk is low.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Tuberculosis (TB) Medical Case Management

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number/percent of clients with active TB who completed or are on schedule to complete treatment according to protocol	18/ 95%	16/ 94%	25/ 100%	24/ 100%	24/ 100%	24/ 100%
Number/percent of clients with latent TB infection starting medications who completed or are on schedule to complete treatment	159/ 81%	165/ 84%	124/ 87%	89/ 88%	89/ 88%	89/ 88%
LTBI treatment completion by type: INH: Number/percent of clients who completed or are on schedule to complete treatment	76/ 79%	83/ 83%	66/ 89%	40/ 89%	40/ 89%	40/ 89%
LTBI treatment completion by type: Rif: Number/percent of clients who completed or are on schedule to complete treatment	16/ 73%	20/ 87%	22/ 76%	36/ 90%	36/ 90%	36/ 90%
LTBI treatment completion by type: 3 –HP: Number/percent of clients who completed or are on schedule to complete treatment	67/ 86%	62/ 85%	36/ 90%	12/ 80%	12/ 80%	12/ 80%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of clients (unduplicated)	914	862	703	715	715	715
Total active cases of treatment	22	20	25	24	24	24
New active TB cases (diagnosed in Arlington or transferred from other jurisdictions)	14	14	16	14	14	14
Clients with Latent TB on treatment	200	204	144	101	101	101
Visits (all settings)	3,754	3,730	2,713	1,811	1,811	1,811

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Directly Observed Therapy (DOT) visits	1,376	1,524	2,024	1,861	1,861	1,861
Percent of clients with active TB disease who were started on the recommended treatment regimen and initiated DOT	100%	100%	100%	100%	100%	100%
Percent of identified contacts to an active TB case who were assessed to determine their infectious status	71%	76%	90%	83%	83%	83%
Number/percent of clients with active TB disease who met the criteria for a safe hospital discharge to the community	1/ 100%	3/ 75%	2/ 100%	3/ 60%	3/ 60%	3/ 60%

- The number of clients with latent TB on treatment includes all those who received treatment during the fiscal year. It includes both individuals who began treatment during that fiscal year and those who began treatment during the prior year and continued receiving treatment during the fiscal year. The number varies from year to year based on the number of individuals with latent TB infection who were diagnosed in a given period and the number of those diagnosed who agree to start this voluntary treatment.
- The number/percent of clients with Latent TB Infection (LTBI) who completed or are on track to complete treatment varies with the treatment type. Treatment options include regimens of three months (3HP), four months (Rif), and nine months (INH). Compliance rates are affected by individual client characteristics and prescribed protocols.
- The number of clients (unduplicated) includes all who are seen in the Chest Clinic. This includes clients with active or latent TB as well as those requiring TB screening, chest x-rays, and letters for employers certifying that they are free of active TB.
- The total number of active TB cases includes both individuals who began treatment during that fiscal year and those who began treatment during the prior year and continued receiving treatment during the fiscal year. The total number of new active TB cases varies from year to year based on individual client characteristics.
- The number of visits in all settings varies based on individual client needs and prescribed protocols. Increased use of the TB Blood Test (IGRA), the preferred test for clients with a history of a BCG vaccine, has also reduced the overall number of LTBI clients and client visits.
- The number of Directly Observed Therapy (DOT) visits increased between FY 2016 and FY 2018 due to an increase in complex TB cases on extended treatment. Arlington provides DOT for non-residents working in the County to ensure compliance and reduce the spread of TB in Arlington and other jurisdictions do the same.
- The percent of identified contacts to an active TB case who were assessed to determine their infectious status varies with the size of the worksite and/or communal setting.
- The criteria for safe discharge are 1) a treatment plan approved by the Health Director 2) the case manager's visit to the hospitalized client and 3) the case manager's visit to the client's home. In FY 2017, one client was hospitalized out-of-state and case manager was unable to visit. In FY 2019, one client's family refused entry to the public health nurse. At another client's home there was no one to let the public health nurse in prior to the client's discharge from the hospital.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

PROGRAM MISSION

To provide leadership and management to the Behavioral Healthcare Division.

Management and Administration

- Ensure high quality services that meet the needs of individuals seeking services.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.
- Provide support to and implement policies of the Arlington Community Services Board (ACSB).

Healthy Living Program

- To create an environment that integrates and promotes the emotional, psychological, and physical welfare of the clients served. Reduce health risk factors for individuals with serious mental illness through engagement in health-related programming. There are four wellness programs in the Behavioral Healthcare Division: InShape, Smoking Cessation Program, NEW-R (Nutrition, Exercise and Wellness for Recovery), and indoor walking groups.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and:
  - the transfer of a Clinic Aide from the Public Health Division ($61,291, 1.0 FTE)
  - the transfer of a Mental Health Therapist III from Psychiatric Services ($126,158, 1.0 FTE)
  - the transfer of a Human Services Specialist from Client Services Entry ($89,607, 1.0 FTE)
  - a grant-funded Administrative Technician ($65,423, 1.0 FTE)

  The increase is partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to Sequoia Plaza rent realignment ($166,673) and a transfer of operating expenses to partially fund an Administrative Technician ($10,688). The decrease is partially offset by the transfer of operating expenses from Outpatient Services ($981), Residential and Specialized Services ($3,012), Psychiatric Services ($700), and the addition of Mental Health Unrestricted grant funded operating expenses ($34,798).
- ↑ State Share revenue increases due to an additional allocation from the Department of Behavioral Health and Disability Services in Mental Health Unrestricted funds ($71,123) and ongoing STEP-VA grant funds ($54,735).
- ↑ Other revenue increases due to the subleasing of space to Genoa Pharmacy ($24,960).

MANAGEMENT AND ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,414,923	$1,450,488	$1,832,628	26%
Non-Personnel	2,360,964	2,589,461	2,451,591	-5%
Total Expenditures	3,775,887	4,039,949	4,284,219	6%
Federal Share	3,500	-	-	-
State Share	311,907	191,509	317,367	66%
Other	1,327	800	25,760	3120%
Total Revenues	316,734	192,309	343,127	78%
Net Tax Support	$3,459,153	$3,847,640	$3,941,092	2%
Permanent FTEs	12.00	12.00	16.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.00	12.00	16.00	

PERFORMANCE MEASURES

Management and Administration

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of individuals served in the Behavioral Healthcare Division	4,286	4,485	4,684	4,624	4,650	4,650

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of client visits (duplicated) coordinated by the Customer Service Center	N/A	22,986	27,860	28,486	29,000	29,100
Number of clients served (unduplicated) by the Customer Service Center	N/A	2,207	2,429	2,531	2,600	2,600
Number of Same Day Access registrations completed at the Customer Service Center	N/A	N/A	665	1,072	1,100	1,000
Percentage of Same Day Access Client registrations completed below 20 minutes by the Customer Service Center	N/A	N/A	58%	60%	63%	65%
Total revenue collected by Customer Service Team	$60,938	$115,953	$132,553	$125,092	$130,000	$125,000

- The FY 2020 and FY 2021 estimated individuals served by the Behavioral Healthcare Division is expected to continue to increase with the continued implementation of key initiatives such as Same Day Access, Office Based Opioid Treatment, and continued emphasis on community engagement.

- Number of Same Day Access registrations completed at the Customer Service Center in FY 2018 covered half of the fiscal year so the significant increase in FY 2019 was due to recording registrations for the whole fiscal year.
- Revenue collected by the Customer Service Team decreased slightly in FY 2019 with expansion in Medicaid coverage. This resulted in a decrease in clients paying based on the fee scale. We expect collections to remain within the same range as clients continue to pay down previous account balances.

Healthy Living Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of clients who made quantifiable improvements in their individualized health goals	N/A	68%	52%	43%	60%	65%
Percent of clients who quit tobacco use	N/A	20%	25%	67%	10%	15%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of clients connected to primary care	N/A	N/A	N/A	96%	90%	93%
Fidelity to evidence-based models for wellness programs	N/A	100%	91%	95%	95%	95%
Percent of participants engaged in one or more program activities per month	N/A	92%	73%	78%	80%	85%
Unduplicated clients served	N/A	38	30	47	60	70

- For FY 2020, it is anticipated that the previous service model, InShape, will not enroll new clients and as such, fidelity will not be tracked. NEW-R program fidelity is expected be 95%. To respect participants' self-determination around personal health goals and recognize the various dimensions of wellness, weight will be presented as an optional measure for NEW-R and other wellness programming. If some clients choose to forego this measure, this will impact the NEW-R fidelity score for FY 2020.
- Starting in FY 2020, data is being collected and analyzed to determine total number of individuals served by any service in the Healthy Living Program, who currently use nicotine. This will increase the estimated denominator and will likely have a significant impact on the percentage.
- In FY 2019, 45 of 47 clients who participated in any Healthy Living Program service were connected to primary care. We expect this number to remain high through FY 2021, in part due to the co-location of Neighborhood Health and in part due to requirements for medical clearance for many elements of the Healthy Living Program.
- In FY 2019, engagement was measured according to how many participants in the program engaged in at least one activity per month. In FY 2020, participation will be measured based upon attendance of any wellness activity available to clients. We expect continued increases in engagement into FY 2021.

PROGRAM MISSION

To provide culturally competent, recovery oriented, and trauma informed care which incorporates whole health integration and is designed flexibly to promote access in improving client outcomes. Services are of consistent quality yet individualized and reflect fidelity to evidence-based practices.

Psychiatric Services

- Provide outpatient assessments and psychiatric management by physicians and nurse practitioners trained in the specialty of psychiatry and by psychiatric nurses skilled in holistic and wellness interventions.
- Provide emergency psychiatric treatment to prevent re-institutionalization, provide access to prescription refills, and foster patient education to improve safety.
- Provide consultation to the treatment team around appropriate behavioral health interventions to improve functioning and quality of life.
- Provide health assessments and health recommendations to promote positive physical health outcomes.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and the following transfers and additions:
  - a reallocation of non-personnel funds for the addition of an Administrative Assistant ($12,203, 0.25 FTE)
  - the addition of two grant funded Clinic Aides ($148,274, 2.0 FTE)
  - the transfer of a Human Services Specialist from Client Services Entry ($90,976, 1.0 FTE)
  - a reallocation of non-personnel VA State Pharmacy Funding to cover increased personnel expenses associated with a grant funded position ($14,359)

  The increases are partially offset by the transfer of a Mental Health Therapist III ($126,158, 1.0 FTE) to Management and Administration, and lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of Mental Health Unrestricted grant funding ($81,201), STEP-VA Primacy Care Screening grant operating expenses ($15,317), and contractual cost of living increases ($10,016). The increases are partially offset by the transfer of operating expenses to Management and Administration ($700), and a reallocation of grant and local operating expenses to fund personnel increases ($26,562).
- ↓ Fees revenue decreases due to realignment of budget to expected revenue ($5,500).
- ↑ State share revenue increases due to additional allocation from the Department of Behavioral Health and Disability Services in Mental Health Unrestricted funds ($120,892), Pharmacy grant funds ($100,000), the addition of ongoing STEP-VA-Primary Care grant funds ($164,095), and the transfer of Law Reform grant funds from Client Services Entry ($62,816).

PSYCHIATRIC SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,737,428	$3,308,810	$3,495,605	6%
Non-Personnel	998,778	659,713	738,985	12%
Total Expenditures	3,736,207	3,968,523	4,234,590	7%
Fees	378,983	346,527	341,027	-2%
Federal Share	1,321	-	-	-
State Share	613,061	437,042	884,845	102%
Other	20	-	-	-
Total Revenues	993,385	783,569	1,225,872	56%
Net Tax Support	$2,742,822	$3,184,954	$3,008,718	-6%
Permanent FTEs	18.70	19.70	21.95	
Temporary FTEs	-	-	-	
Total Authorized FTEs	18.70	19.70	21.95	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of visits in which individuals demonstrated adherence to medication regimen	90%	91%	92%	93%	92%	92%
Percentage of individuals reporting their symptoms have improved since receiving psychiatric services	92%	90%	93%	88%	90%	90%
Percentage of Psychiatric visits at which individuals demonstrated improvement in symptoms	85%	84%	85%	91%	90%	90%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of days until next available psychiatric evaluation for individuals initiating ongoing services, CFSD, ADSD, BHD	14/21/21	14/38/21	7/20/17	13/15/12	13/15/18	13/15/18
Average score of chart reviews reflecting alignment with evidence-based practice/number of charts reviewed	88%/150	89%/95	89%/48	92%/46	90%/46	90%/46
Number of clients served (unduplicated)	1,817	1,942	1,980	2,303	2,200	2,200

- Percentage of visits in which individuals demonstrated adherence to medication regiment has been consistent over the last four years. Several efforts were undertaken in FY 2019 to improve monitoring of medication adherence, which included utilization review and cross-coverage, increasing accessibility of appointments and reducing disruptions in care.
- In FY 2019, Aging and Disability Services Division (ADSD) clients were included in the survey process for the first time; each Division is now represented. Some contributing factors to improved symptoms are accessibility of appointments, the frequency of appointments, and coordination of services provided. In FY 2020, we will analyze the survey results by Division to better understand the trends.
- In FY 2019, percentage of Psychiatric visits at which individuals demonstrated improvement in symptoms exceeded the baseline goal of 85 percent by six percentage points. An increase in primary care integration has resulted in clients being properly assessed and treated for medical issues by their Primary Care Provider. The increase in usage of long-acting injectable antipsychotic medication and the efforts noted above to improve medication adherence have impacted the percentage for improvement in symptoms.
- In FY 2019, the program achieved its goal of reducing wait times to below 21 days for each Division. This was achieved because of a utilization review process that was implemented in FY 2019. With restructuring of some provider time from Emergency Services, more appointment slots have become available for initial evaluations and follow-up appointments. Furthermore, efforts were made to coordinate all appointments for clients on the same day when possible, improving accessibility to services.
- In FY 2019, the number of clients served increased significantly. This could be attributed to same day access, increased accessibility, and availability of providers across the three divisions.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

CLIENT SERVICES ENTRY

PROGRAM MISSION

To ensure individuals receive timely and comprehensive assessment, evaluation, and access to appropriate behavioral health services.

Emergency Services

- Provide timely mental health assessment, crisis intervention, stabilization, support, short-term counseling, on-call psychiatric services, follow-up services, and stress management services.

Assessment and Intake

- Through Same Day Access (SDA), provide a comprehensive assessment to determine eligibility and need for services, provide support, address emergency needs, and connect individuals, ages 18-60 years old, to mental health and substance use treatment services.

Discharge Planning

- Provide individuals leaving state psychiatric hospitals with access to mental health and substance use treatment services within the Arlington community. Ensure individuals are successfully connected to community services prior to leaving the hospital.

Community Corrections

- Ensure the safety of residents by providing oversight to individuals placed on probation directly by the General District Court.
- Assist individuals released on probation with transitioning out of incarceration and into a productive role in society by providing supportive and rehabilitative services to the individuals and their families.

SIGNIFICANT BUDGET CHANGES

The FY 2021 budget for the Client Services Entry Bureau reflects an internal reorganization within the Behavioral Healthcare Division to better align services along the sequential intercept model. This includes jail diversion, jail -based services, and re-entry programming. The Forensic and Homeless Case Management programs, along with drug court, and the proposed behavioral health docket are integrated into the Specialized and Residential Services Bureau.

- ↓ Personnel decreases due to lower retirement contributions based on current actuarial projections and the transfers listed below, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and the FTE changes described below:
  - ↓ Transfer out of the Forensic and Homeless Case Management Team to Residential and Specialized Services ($1,017,231, 9.0 FTE)
  - ↓ Transfer out of a Human Service Specialist to Psychiatric Services ($90,976, 1.0 FTE)
  - ↓ Transfer out of a Human Service Specialist to Management and Administration ($89,607, 1.0 FTE)
  - ↑ Transfer in of the Community Corrections Unit from the Economic Independence Division ($434,618, 4.0 FTE)
  - ↑ Addition of a grant-funded Mental Health Therapist II ($110,965, 1.0 FTE)
- ↓ Non-personnel decreases due to the transfer of Regional Discharge Assistance Planning expenses to the Aging and Disability Services Division ($129,690) and Forensic and Homeless Case Management expenses to Residential and Specialized Services ($47,623). The decreases

are partially offset by the transfer in of the Community Corrections Unit's operating expenses ($40,008), an additional Community Corrections fee increase ($5,053), and operating expenses transferred from Outpatient Services ($500).

- ↑ Fees increase is a realignment of budget to actual collections ($4,702).
- ↓ Federal share revenue decreases due to the transfer of a Homeless Case Management federal grant allocation to Residential and Specialized Services ($63,545).
- ↓ State share revenue decreases due to a transfer of Regional Discharge Assistance Planning funds to the Aging and Disability Services Division ($179,690), Law Reform funding to Psychiatric Services ($62,816), and Forensic and Homeless Case Management grant funds to Residential and Specialized Services ($442,545). The decrease is partially offset by the transfer of Community Corrections Unit state grant ($184,028) from the Economic Independence Division and the addition of the Department of Behavioral Health and Disability Services Mental Health Unrestricted funds ($111,466).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,358,425	$3,726,083	$3,158,909	-15%
Non-Personnel	1,837,421	1,532,021	1,400,269	-9%
Total Expenditures	5,195,846	5,258,104	4,559,178	-13%
Fees	71,152	70,883	75,585	7%
Federal Share	145,321	141,486	77,941	-45%
State Share	2,584,931	2,551,069	2,161,512	-15%
Other	500	-	-	
Total Revenues	2,801,904	2,763,438	2,315,038	-16%
Net Tax Support	$2,393,941	$2,494,666	$2,244,140	-10%
Permanent FTEs	32.50	34.50	28.50	
Temporary FTEs	0.50	0.50	0.50	
Total Authorized FTEs	33.00	35.00	29.00	

PERFORMANCE MEASURES

Emergency Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Individuals brought to Crisis Intervention Center (CIC) in lieu of arrest	108	113	116	123	118	120
Percentage of Emergency Services clients who received only one episode of care	78%	82%	78%	78%	80%	80%
Percentage of contacts that resulted in community dispositions	74%	69%	63%	65%	75%	75%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate

Current ACPD patrol officers CIT trained	N/A	73% (132/180)	76% (134/177)	70% (89/127)	94% (119/127)	96% (122/127)
Percentage of assessments/progress notes completed within one business day	93%/ 88%	91%/ 87%	92%/ 95%	91%/ 93%	95%/ 95%	95%/ 90%
Total clients served (unduplicated)	1,479	1,604	1,585	1,385	1,500	1,750
Total Temporary Detention Orders (TDO) completed by staff	493	491	613	512	520	540
Average hours spent by officers with individuals experiencing mental health crises	2.13	3.32	3.55	2.51	2.75	2.65

- Arlington County Police, Arlington County Sheriff's Deputies, and Metropolitan Washington Airport Authority continue to consider diversion of individuals to the CIC for treatment and evaluation versus incarceration. Sustained Crisis Intervention Team training for local law enforcement is central in continuing to increase the number of individuals brought to the CIC in lieu of arrest and has contributed to the overall increase in usage over the years.
- The percentage of clients who received only one episode of care has remained relatively stable over a five year period. It is expected to increase due to improvement in linkage to ongoing services via Same Day Access, as well as the addition of two community based crisis clinicians with the goal of de-escalation, referral, and linkage to appropriate services.
- There has been a decrease in the number of clients being returned to the community which may relate to steadily rising TDO numbers and client acuity beginning in November 2016. Emergency Services continues to work diligently to divert people from hospitalization but the severity of the individuals' symptoms often precludes that option. A higher number of community dispositions is projected based on the roll out of community based clinicians.
- The number of total clients served has declined over the last two years. It is anticipated the trend will reverse due to the addition of community based crisis clinicians and increased overall staffing for the use of Office Based Crisis Stabilization services.
- The average hours spent by officers with individuals experiencing a mental health crisis and in need of hospitalization continues to be low and decreased between FY 2018 and FY 2019. This is due to a lower number of Officer / Consumer contacts in FY 2019. The goal is to keep the time of Officer involvement around 2.5 hours.
- Emergency Services and the Crisis Intervention Team have performance measurement plans. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Assessment and Intake

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients are successfully linked to ongoing services (attended at least 1 ongoing service within 60 days of intake)	80%	88%	82%	82%	85%	85%
Clients believe they will get the help they need/know the next step	100%/ 100%	98%/ 100%	99%/ 100%	98%/ 100%	99%/ 100%	99%/ 100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients seen on the same day	N/A	N/A	97%	95%	95%	97%

Number of days from intake to first clinical appointment	N/A	N/A	7	8	6	8
Total number of clients receiving intake assessments (unduplicated)	605	645	766	690	700	720

- Intake staff make efforts to place reminder calls to clients prior to their scheduled appointments and follow up after missed appointments. It is expected that approximately 85 percent of clients will be connected to services within 60 days of intake in FY 2020. A large portion of clients who do not connect to services are those referred to substance use treatment and may be resistant to treatment if they are court ordered and/or are in precontemplation stage of change.
- The program implemented the Same Day Access two years ago, and intake staff continue to be effective at communicating next steps to clients. Due to this it is expected that 99 percent of clients will continue to report that they believe they will get the help they need and 100 percent will know what the next step is in the process in FY 2020 and FY 2021.
- It is expected that intake numbers will remain steady and approximately 700 unduplicated clients will receive a full intake assessment in FY 2020 and be referred on for services.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Discharge Planning

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients connected with Arlington community-based treatment services	83% (58/70)	86% (44/51)	85% (76/89)	94% (59/63)	90% (48/60)	85% (55/65)
Clients discharged to Arlington who remain out of the State Hospital longer than 30 days after discharge	76% (53/70)	69% (35/51)	91% (81/89)	94% (59/63)	90% (54/60)	91% (59/65)
Individuals discharged from hospital to stable housing placements in Arlington	50%	63%	56%	67%	60%	60%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of days in hospital for clients discharged who were/were not on the Extraordinary Barriers List	263/ 71	89/ 68	257/ 15	153/ 20	190/ 25	170/ 22
NVMHI clients receiving discharge services at least every 14 days who were/were not on the extraordinary barriers list	69%/ 81%	75%/ 95%	67%/ 84%	100%/ 96%	90%/ 80%	95%/ 85%
Total clients served by Discharge Planning in state hospitals (This number does include Local Inpatient Purchase of Services Admissions. This number does not include Eastern State, Western State or Central State Hospitals.)	139	130	175	126	115	120

- Discharge planners continue to coordinate aftercare appointments so that existing clients connect with outpatients services and new clients are referred to Assessment and Intake. In FY 2020 the discharge planning program has ended the procedure of sending all Arlington clients discharging from NVMHI to Emergency Services for follow up assessment. Due to this, and clients who typically refuse services, it is estimated that only 80 percent of clients may connect to CSB services within seven business days.

- The discharge planning program continues to receive 30, 60, and 90 day readmission reports from the Northern Virginia Mental Health Institute. These are reviewed with the treatment providers when applicable to explore service intensity and treatment options. Despite these efforts, it is expected that only 90 percent of clients will remain out of the hospital longer than 30 days in FY 2020.
- Clients with stable housing prior to hospitalization are often able to return to it after discharge, while clients with unstable housing prior to hospitalization often have barriers that make obtaining stable housing after discharge difficult. It is expected that these numbers will remain around 60 percent in FY 2020 and FY 2021.
- The length of stay for Extraordinary Barriers List (EBL) clients varies from year to year, based on the number of long-term clients who are discharged. Several NGRI clients who have been hospitalized for extended periods of time will continue to inflate the average length of stay in FY 2020 as they discharge. A shortage in appropriate placement options is also expected to increase the number of hospital days for EBL individuals in FY 2020 and beyond. Shortages in state hospital beds is putting pressure on faster discharges for non-EBL clients. Due to this, it is expected that hospital days for non-EBL clients will remain in the low to mid 20's for FY 2020 and FY 2021.
- Improved documentation review efforts and a decrease in total clients hospitalized led to an increase in overall timeliness of providing discharge planning services to clients who were/were not on the EBL in FY 2019.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Community Corrections

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients completing supervised probation per court order	60%	55%	57%	59%	65%	60%
Average daily caseload	153	128	136	141	136	140

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total clients supervised	198	183	193	194	191	192
Customer satisfaction: percent of clients indicating they were treated very well by staff	95%	94%	94%	90%	92%	93%

- Community Corrections performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- In FY 2017, the Community Corrections Unit was transferred to the Department of Human Services to consolidate the unit with staff providing similar support services within the community.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

OUTPATIENT SERVICES

PROGRAM MISSION

To provide or arrange comprehensive, coordinated, recovery-oriented, community-based behavioral services to the adult residents of Arlington County, that are of the highest quality, fully accessible, and responsive to the persons served.

Program for Assertive Community Treatment (PACT)

- Promote independent living in the community for persons with the most severe and persistent mental illness.
- Provide assessment, coordination of basic life needs, individual, group and family therapy, crisis intervention, and residential support. Promote independence by assisting individuals with coordinating their basic needs.

Mental Health Community Support Services

- Provide or arrange for comprehensive, community-based mental health and support services, assist adults with serious mental illness to attain their maximum level of functioning, minimize symptoms, reduce the frequency of hospitalizations, and achieve a full life in the community.
- Provide initial and ongoing assessments, case management services, individual therapy, psychosocial-educational groups, and family support and education.

Employment Services

- Assist outpatient clients in obtaining and maintaining community employment.
- Provide an array of services based on individual choice, including work preparation training, situational assessments, job development, placement, training, and monitoring.

Substance Use Outpatient Treatment

- Prevent adverse social, legal, and medical conditions in individuals resulting from alcohol and drug dependency.
- Provide assessment, individual and group therapy, alcohol and drug education courses, relapse prevention services, psychological evaluations, urinalysis and referral to community-based support groups with the goal of assisting individuals meet their recovery goals.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and the addition of two grant funded Mental Health Therapist IIs ($222,726, 2.0 FTE). The increases are partially offset by the elimination of a limited-term Mental Health Therapist II ($111,362, 1.0 FTE) and lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of a Federal Block Grant for Assertive Community Treatment (PACT) ($69,261), a STEP-VA Outpatient Grant ($1,524), contractual cost of living increases ($7,314), and vehicle operating expenses ($5,236). The increases are partially offset by the transfer of operating expenses to Client Services Entry ($500) and Residential Services ($1,700), and consultant expenses to Management and Administration ($981).
- ↑ Fee revenue increases due to increased Medicaid fee collection ($5,000).

OUTPATIENT SERVICES

- ↑ Federal Share increases due to the addition of a Federal Block Grant for Assertive Community Treatment (PACT) from the Department of Behavioral Health and Disability Services ($69,261).
- ↑ State share revenue increases due to additional allocation from the Department of Behavioral Health and Disability Services in Mental Health Unrestricted funds ($188,997) and STEP-VA-Outpatient grant funds ($224,250).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,297,762	$6,832,558	$7,176,611	5%
Non-Personnel	557,343	500,758	580,912	16%
Total Expenditures	6,855,105	7,333,316	7,757,523	6%
Fees	1,692,364	1,873,187	1,878,187	-
Federal Share	-	-	69,261	100%
State Share	2,113,125	1,461,293	1,874,541	28%
Other	13,795	-	-	-
Total Revenues	3,819,284	3,334,480	3,821,989	15%
Net Tax Support	$3,035,821	$3,998,836	$3,935,534	-2%
Permanent FTEs	61.80	60.80	62.80	
Temporary FTEs	-	-	-	
Total Authorized FTEs	61.80	60.80	62.80	

PERFORMANCE MEASURES

Program for Assertive Community Treatment (PACT)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients employed in competitive jobs	8%	14%	13%	12%	14%	15%
Clients living independently (in private households)	61%	70%	66%	66%	70%	72%
Percent of clients hospitalized	24%	26%	41%	28%	28%	28%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Implementation score indicating the adequacy of implementation of the program in Virginia (out of 5)	4.4	4.5	4.6	4.4	3.0	3.5
Percentage of documentation sample compliant with documentation standards	71%	84%	91%	83%	90%	90%
Percentage of services provided in the community	80%	79%	81%	81%	81%	80%
Total clients served	105	106	104	109	105	109

- The percent of clients employed remained constant with previous years. The team has not implemented a rapid employment model. However, the team's vocational specialist supported clients in obtaining employment independently.
- The percent of clients in independent housing will continue to increase and be in the 70 percent – 75 percent range through FY 2021.
- The number of persons hospitalized decreased from 41 percent in FY 2018 to 28 percent in FY 2019 due to fewer new clients admitted to PACT. The clients already admitted to the program have benefitted from services and have been kept stable in the community.
- The State implemented a new fidelity scale, the TMACT - Tool for Measurement of Assertive Community Treatment. The TMACT has 47 program-specific items. Each item is rated on a 5-point scale ranging from one ("not implemented") to five ("fully implemented"). The initial score for FY 2020 is expected to be 3.0 and expected to increase to at least a 3.5 by FY 2021 as the team gains experience in using the tool.
- The number of persons served by PACT has varied slightly over the last three years from 104 to 109. It is expected that the number served will be within this range through FY 2021.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Mental Health Community Support Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of hospitalizations	117	130	155	128	130	132
Percentage of clients with high or improved daily living activities assessment (DLA) scores	N/A	N/A	48%	43%	55%	56%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of clients served (unduplicated)	1,333	1,389	1,467	1,514	1,650	1,675
Percentage of clients satisfied with services received	98%	98%	95%	96%	96%	96%

- The number of hospitalizations will increase slightly through FY 2021, reflecting the increasing number of persons served. Hospitalizations will remain consistent with the research-based benchmark of 0.10 hospitalizations per person served.
- The percentage of clients with high or improved daily living activities assessment scores is expected to increase. FY 2018 was the first year a new outcome tool (DLA-20) was used, it is expected that the clients with high or improved outcomes will increase, as they receive services for a longer period of time.
- The number of clients served will continue to increase through FY 2021, a pattern in part reflecting the initiation of Same Day Access.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Employment Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients who maintain employment in a single job for 90 days or more	74%	86%	81%	82%	80%	84%
Clients who obtain employment	49%	51%	50%	47%	45%	45%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average satisfaction score with Job Avenue services	94%	100%	100%	95%	100%	100%
Fidelity to evidence-based model	90%	90%	90%	92%	92%	92%
Number of referrals to Job Avenue	193	211	148	183	180	185
Total clients served with supported employment	315	321	308	313	300	310

- The percent of clients employed who remain in their job 90 days or more has increased over the past four years from 74 percent in FY 2016 to 82 percent in FY 2019. This is due to the continued implementation of intense follow-along services.
- The percent of new clients who obtained employment has varied around 50 percent for the past three years and is expected to continue within that range. This exceeds the national, research-based benchmark of 45 percent based on latest research.
- The percent conformance with a nationally recognized scale of fidelity to the best practice supported employment model has been consistently high and will remain consistent at 92 percent.
- The number of referrals per year remains consistently in the range of 180-215 due to collaboration with outpatient teams. The number of referrals decreased in FY 2018 due to staff vacancies.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Substance Use Outpatient Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients successfully engaged in outpatient treatment who successfully achieved and maintained abstinence at discharge.	62%	55%	70%	63%	65%	65%
Percentage of clients who report improved functioning as a direct result of services received	100%	95%	95%	88%	95%	95%

OUTPATIENT SERVICES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of clients receiving outpatient services	496	480	542	586	630	670
Percent of clients in treatment more than 90 days	82%	76%	79%	70%	75%	75%

- Approximately 65 percent of clients will achieve and maintain abstinence at discharge. The completion rate is higher than SAMHSA's national average of 46 percent. Key success factors continue to include the use of evidence-based interventions.
- The percent of clients reporting in the annual Division survey that their functioning improved as a result of their service will continue at about 95 percent.
- The number of clients receiving services will continue to increase due in part to Same Day Access and the continuation of a general philosophy emphasizing service accessibility.
- The percent of clients engaged in treatment for at least 90 days will remain consistent. The SAMHSA national benchmark is based on reports that outpatient programs in the U.S. range from 16 percent to 75 percent of clients still in treatment at 90 days.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

PROGRAM MISSION

To improve the quality of life of Arlington County adults through comprehensive treatment, prevention, and intervention programs for individuals and families who have specialized behavioral healthcare service needs.

Substance Use Disorder Residential Treatment

- Provide opportunities for individuals with substance use disorders to obtain comprehensive treatment in a stable, drug-free environment.
- Provide individuals with initial assessments, referrals to appropriate programs, support during and after treatment, and connection to other community resources.

Mental Health Residential Treatment

- Arrange a continuum of residential and housing and related supportive services, to promote successful community living, foster maximum independence, and prevent psychiatric hospitalization for adults with mental illness.

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- Promote the highest level of community integration and independence for each participant and prevent psychiatric hospitalizations.
- Provide a psychosocial day program, social and recreational activities, independent living and interpersonal-skills training, medication administration and monitoring, counseling, crisis intervention, family support, and vocational and educational opportunities.

Jail/Addictions, Corrections and Treatment (ACT)

- Provide services to incarcerated individuals who have substance use disorders, including assessment, early intervention, treatment, and case management, to facilitate re-entry back into the community and prevent re-offending.

Jail/Mental Health Treatment

- Provide assessment, prevention, crisis intervention, treatment, and case management to program participants while they are incarcerated to facilitate reentry into the community and prevent reoffending.

Drug Court Treatment Program

- Provide substance-use disorder and mental health treatment for court-involved individuals as an alternative to incarceration to reduce recidivism to the justice system and increase knowledge of substance-use disorder behaviors for those chronically involved with the criminal-justice system.

Jail Diversion/Forensic Case Management

- Promote community stability and prevent further involvement in the criminal justice system for those individuals identified as having a mental health disorder. Provide services including assessments, crisis counseling, referral to other community services, and coordination of basic needs.

Homeless Case Management

- Promote independence and recovery to ensure homeless individuals receive appropriate mental health and substance use treatment services and housing resources. Provide assessment, short-term case management, medical and counseling services, and individual support to adults with serious mental illness and/or substance use disorders who do not access services through traditional paths.

Office Based Opioid Treatment

- Provide opioid management medication and therapeutic treatment to address opioid dependence.

SIGNIFICANT BUDGET CHANGES

The FY 2021 budget for the Specialized and Residential Services Bureau reflects an internal reorganization within the Behavioral Healthcare Division to better align services along the sequential intercept model. This includes jail diversion, jail-based services and re-entry programming. The Forensic and Homeless Case Management programs, along with drug court and the proposed behavioral health docket, are integrated into the Specialized and Residential Services Bureau.

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and reflect the following transfers and additions:
  - The transfer of Forensic and Homeless Case Management from Client Services Entry ($1,017,231, 9.0 FTE)
  - The transfer of a Human Services Specialist from Circuit Court Judicial Office ($100,427, 1.0 FTE)
  - The addition of a Mental Health Therapist II for the Behavioral Health Docket ($111,362, 1.0 FTE)

  The increases are partially offset by transfer of a Mental Health Supervisor ($142,745, 1.0 FTE) to Department Management and Administration, and lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to transfers of:
  - Grant operating expenses to Aging and Disability Services Division ($50,000), Management and Administration ($3,012)
  - Abuser Intervention Program operating expenses to the Department Management and Administration ($10,306)
  - Crisis Stabilization grant to the Regional Project's Office ($273,852).

  The decrease is partially offset by:
  - Contractual cost of living increases in Regional Programs ($27,633)
  - The transfer of Forensic and Homeless Case Management operating expenses from Client Services Entry ($47,623)
  - The transfer of operating expenses from Outpatient Services ($1,700)
  - The increase to the Department of Behavioral Health and Disability Services Substance Use ($71,196) and Mental Health Unrestricted grants ($14,995).
- ↓ Fee revenue decreases due to a transfer of Abuser Intervention Program revenue to Department Management and Administration ($15,000) and a realignment of budget to actual collections ($69,080).
- ↑ Federal Share increases due to the transfer of a Homeless Case Management federal grant allocation from Client Services Entry ($63,545).
- ↑ State Share increases due to a transfer of Forensic and Homeless Case Management grant funds from Client Services Entry ($442,545), the addition the Department of Behavioral Health and Disability Services Mental Health ($174,789), and Substance Use Disorder Unrestricted funds ($71,196). The increase is partially offset by the transfer of a Crisis Stabilization grant ($273,852) to the Regional Project's Office.

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,478,612	$3,672,890	$4,684,520	28%
Non-Personnel	4,962,701	4,630,076	4,456,053	-4%
Intra-County Charges	(204,659)	(204,659)	(204,659)	-
Total Expenditures	8,236,654	8,098,307	8,935,914	10%
Fees	449,138	518,934	434,854	-16%
Federal Share	900,432	761,720	825,265	8%
State Share	1,478,619	1,046,266	1,460,944	40%
Other	11,378	-	-	-
Total Revenues	2,839,567	2,326,920	2,721,063	17%
Net Tax Support	$5,397,087	$5,771,387	$6,214,851	8%
Permanent FTEs	35.00	34.50	44.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	35.00	34.50	44.50	

PERFORMANCE MEASURES

Substance Use Residential Treatment

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of clients served who successfully completed residential treatment	71% (25/35)	55% (31/56)	64% (58/90)	65% (62/96)	65% (52/80)	65% (62/95)
Percentage of clients served who successfully completed the RPC detox program	56% (86/153)	51% (80/156)	56% (87/154)	50% (89/179)	57% (100/175)	57% (105/185)
Percentage of residential treatment clients discharged who were provided further treatment	92% (23/25)	93% (52/56)	89% (80/90)	97% (93/96)	96% (91/95)	96% (91/95)
Percentage of residential treatment clients reporting improved functioning as a direct result of services received	100%	84%	94%	90%	95%	95%
Percentage of RPC detox unduplicated clients discharged who were provided further treatment	55% (47/86)	72% (112/156)	82% (127/154)	79% (141/179)	80% (144/180)	85% (157/185)

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of unduplicated Residential / Detox clients served	35/ 158	63/ 156	90/ 154	96/ 179	95/ 180	95/ 180
Percentage Bed Utilization for Detox / residential treatment	56%/ 29%	50%/ 51%	61%/ 77%	55%/ 74%	65%/ 75%	65%/ 75%
Percentage of clients surveyed who reported satisfaction with residential treatment services received	N/A	86%	94%	90%	90%	90%

- Program completion goals are based on Substance Abuse and Mental Health Services Administration's Treatment Episode Data Set (TEDS) 2017 Discharges from Substance Abuse Treatment (April 2019). The percentage of clients who completed residential treatment remained consistent from the previous year.
- The percentage of clients who completed the detox program fell slightly from the previous year; much of this difference is due to lack of medical detox services provided at this location. We anticipate that this percentage will increase with the addition of medical detox services. An RFP for these services is pending release.
- The percentage of clients connected to follow up treatment after discharge from residential treatment remains very high. These numbers only reflect clients who are referred to CSB programs for aftercare.
- The percentage of residential treatment clients reporting improved functioning as a direct result of services received continues to be positive. An improved survey methodology was implemented in FY 2017, resulting in more extensive client feedback regarding areas of dissatisfaction. Client satisfaction surveys are being captured at least once per quarter and are offered at point of discharge from detox and residential treatment. It is anticipated that the percentate of clients reporting improvement will increase due to a higher levels of oversight by the Residential Contract Manager.
- The number of unduplicated clients served in detox and residential services increased from the previous year. Utilization of the detox program is highly variable and fluctuates based on need. Referrals into residential treatment are highly affected by detox utilization, which is often used as a front door entry into residential services. Greater utilization of both detox and residential treatment is anticipated with the implementation of the new contract and with expansion of services provided in the detox program.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mental Health Residential Services

Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of consumers satisfied with services received	96%	97%	96%	96%	95%	96%
Total number of consumers served in group homes and assisted living facilities	35	33	34	34	35	36

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of consumers served in Contract Support Services Program	51	49	43	37	45	45
Total number of consumers served in supportive housing programs	204	220	236	249	260	270
Total number of consumers served in transitional housing	34	22	26	25	34	40

- The percentage of residential service consumers satisfied with services has been consistently high the past four years, ranging from 95 to 97 percent. This trend is expected to continue.
- Due to limited vacancies in the group homes and assisted living facilities there was minimal observed movement in the homes. It is anticipated that they would be one or two openings this fiscal year.
- The number of clients served in Permanent Supportive Housing increased due to the availability of more funding from Department of Behavioral Health and Developmental Services for more Permanent Supportive Housing units.

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Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number/ Percentage of clients served who are hospitalized	15/ 12%	11/ 10%	14/ 11%	12/ 9%	13/ 10%	13/ 10%
Number/Percentage of clients served living in independent housing	93/ 73%	87/ 71%	89/ 71%	83/ 65%	90/ 69%	90/ 69%
Number/Percentage of clients served who are engaged in employment-related activities	57/ 46%	45/ 37%	43/ 35%	39/ 38%	40/ 37%	40/ 37%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Client engagement in psychoeducational classes	N/A	N/A	N/A	65%	70%	75%
Percent of budgeted Medicaid revenue received for Case Management/Day Program	101%/ 70%	96%/ 81%	101%/ 91%	96%/ 72%	98%/ 75%	98%/ 75%
Percentage of clients satisfied with services received	87%	93%	95%	93%	95%	95%
Total clients served	125	122	126	127	130	130

- The percentage of persons hospitalized generally varies between 10 to 13 percent. This is consistent with similar programs offered to the target population. One of the factors that helps keep the hospitalization rate low is the program's focus on intensive, continual collaboration between program staff, medical staff, and others involved with clients. This number should remain relatively stable moving forward.
- The percentage of persons in independent housing decreased slightly in FY 2019 due in some part to increased medical needs due to aging. The goal is based on local experience: results of functional assessment that indicated 81% of clients have moderate, slight, or no problem

with self-care and independent living. The staff continue to work with clients to build the necessary skills to live as independently as possible and work with clients to pursue independent housing when appropriate.

- The number of clients who are engaged in employment services are lower due to the clients no longer participating in the APA enclave. The staff continue to collaborate on an ongoing basis with Job Avenue staff to ensure clients who want to work have the resources and opportunity to do so.
- Client engagement in psychosocial classes is a new measure for FY 2019. All clients of the program have the goal of participation in the psychoeducational classes. The staff will continue to ensure maximum participation by engaging clients in discussion of classes they have an interest in attending. The goals of clients will be reviewed quarterly to discuss and encourage increased participation when appropriate.
- In FY 2019, percent of budgeted Medicaid revenue for the program achieved 96% of the case management service and 72% of the psychosocial rehabilitation program budget goal. The program plans on continually focusing on authorizations to ensure the maximum Medicaid revenue. The program staff will continue to work with clients to encourage engagement in program activities and stay for as long as possible.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Jail/Addictions, Corrections and Treatment (ACT)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Number/Percentage of participants completing program successfully	49/ 82%	47/ 78%	45/ 87%	44/ 81%	45/ 85%	48/ 85%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average Wait Time in Days	N/A	N/A	N/A	27.9	25	20
Client satisfaction with services	90%	76%	90%	72%	85%	88%
Documentation timeliness within 24 hours of the intervention	82%	70%	59%	83%	85%	87%
Number of unduplicated clients assessed/served	N/A	125/ 86	117/ 93	75/ 101	85/ 100	85/ 100

- The number of clients who complete the program successfully remains stable and should continue to do so moving forward.
- Beginning in Q4 of FY 2019, a new system was implemented to track the number of calendar days from court order to program start. For the 10 clients who started during the quarter, the average wait time was just under 28 days, with six of those clients meeting the 30-day goal. Some clients ordered into the program are not able to begin right away due to their security classification or transfer to another facility.
- Client satisfaction decreased significantly from FY 2018. Clients expressed concern about the length of the program, penalties and frequency of treatment. Among the positives that clients noted about the program were the intensive therapy provided, support from the staff

and help to change. The Bureau Chief did a program evaluation in February 2019. This led to multiple programmatic changes, including an update of program materials.

- In FY 2019, timeliness of assessments and progress notes improved considerably.

Jail/Mental Health Treatment

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of clients showing improvement on Post-Test Functional Assessment	N/A	N/A	77%	85%	85%	87%
Number of suicide attempts/number of completed suicides	6/0	7/0	6/0	4/0	4/1	4/0
Percentage of surveys in which clients stating services helped them deal more effectively with problems	94%	92%	96%	95%	95%	95%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Arlington clients referred to CSB Services	90%	95%	90%	83%	90%	90%
Clients housed in the mental health unit receive at least one service or attempted service weekly	84%	94%	84%	95%	95%	95%
Documentation timeliness within 24 hours of the intervention	79%	91%	93%	93%	94%	95%
Number of clients (unduplicated)	1,005	988	1,023	985	1,000	1,000

- The program uses the Texas Christian University Criminal Thinking Scale to assess the effectiveness of Moral Reconation Therapy groups in reducing criminal thinking. Methodology for calculating improvement was enhanced in FY 2019, and FY 2018 data has been updated accordingly. For FY 2021, we expect to see 87 percent of MRT clients show improvement in moral reasoning and a decrease in criminal thinking behavior.
- The jail mental health team continues to assess and screen for risk factors routinely with this population. In FY 2020, there was one completed suicide that occurred in November 2019. Jail DHS and security staff continue to collaborate on ways to improve suicide prevention in the jail. In FY 2021, we expect to return to the status of zero completed suicides at the jail.
- Satisfaction surveys continue to remain high for the jail mental health team especially with the implementation of MRT groups and continued supportive contacts provided by staff. This should continue in the future as we work to have a fully staffed team. In FY 2021, we expect to continue with our 95 percent satisfaction rate and will look at ways to adapt the satisfaction survey to account for specialized services in a correctional setting.
- Clients are routinely informed about Arlington County services and given resources/referral information as to how to connect to those services once they meet BHD criteria. Eighteen clients who left without being referred in FY 2019 were released before they were connected, moved to a different unit in the jail, or had no interest in receiving services. The Jail Mental Health team continues to collaborate with the other programs within DHS to establish or reconnect individuals to appropriate services.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Forensic Case Management

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Individuals connected at closure to ongoing services	N/A	75% (25/33)	60% (25/42)	77% (35/45)	80% (40/50)	80% (44/55)
Percent of Arlington residents diverted from jail who are not re-arrested within 30 days	94%	97%	90%	92%	95%	95%
Percent of Arlington residents diverted from jail who are still in treatment at 30 days	86%	90%	83%	77%	85%	86%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of consumers seen at state hospital for forensic evaluation	40	54	70	52	60	55
Number of consumers seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff	191	192	280	244	255	300
Number of consumers served by the jail diversion team	246	286	323	295	320	340

- There was an increase in individuals connected to ongoing services. This could be attributed to continuation of the same day access intake process.
- The percent of individuals diverted from jail who are not re-arrested within 30 days is high and it is expected to remain high in FY 2020 and FY 2021 as evidence based practices are used in an effort to reduce recidivism.
- There was a six percent decrease in the percent of individuals diverted from jail who are still in treatment at 30 days. A pilot program to increase service hours resulted in less effective service connections and was discontinued. It is expected that this measure will return to prior levels in FY 2020.
- Due to staff turnover and extended leave, there was a decline in the number of consumers seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff and the total served by the jail diversion team. The team is now fully staffed so a rebound should occur.

Homeless Case Management

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number/percentage of clients linked to Behavioral health services after discharge from Treatment on Wheels/Homeless Case Management programs	63/ 29%	46/ 22%	79/ 43%	43/ 41%	44/ 40%	46/ 42%
Number/percentage of clients linked to stable housing from Treatment on Wheels/Homeless Case Management programs	57/ 27%	51/ 22%	43/ 19%	31/ 25%	31/ 25%	33/ 27%
Percentage of clients linked to physical healthcare	37%	33%	29%	25%	30%	31%
Percentage of clients linked to psychiatric services	54%	45%	47%	37%	45%	45%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of identified individuals served (unduplicated), and Number of outreach clients (unduplicated)	215/ N/A	230/ 370	223/ 338	125/ 80	130/ 85	135/ 90

- The percentage of clients linked to Behavioral health services after discharge from Treatment on Wheels/Homeless Case Management programs has remained consistent since the last fiscal year, homeless clients require a lot of outreach and wraparound services to be successful. Same Day Access has also played a significant role helping clients become linked to outpatient services.
- As a result of the various county and stakeholder efforts to end homelessness, there has been improvement in the number/percentage of consumers linked to stable housing from Treatment on Wheels/Homeless Case Management programs.
- While there was a decline in the percentage of clients linked to physical healthcare, due in part to clients' hesitation to access community services, continuous efforts are made to connect individuals to neighborhood health and private providers if applicable. The new pharmacy will be key in assisting that individuals can obtain medications.
- There was a decline in emergency psychiatric available time which impacted the percentage of clients linked to psychiatric services. A new prescriber has been hired and this should result in improved availability overall.
- In FY 2019, the number of identified individuals and outreach clients served decreased as resources were shifted to align services with the needs of Arlington's homeless population. Due to strong efforts in housing the homeless, the number of homeless Arlingtonians has decreased. Due to this trend, one PATH worker position was reduced. In addition, data collection in FY 2019 changed to exclude clients who were not actively engaged in services.

Office Based Opioid Treatment

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Fatal/Non-Fatal overdoses	N/A	14/24	12/33	4/18	2/15	2/13
Percentage of clients' improvement or maintained in functioning as a result of services received	N/A	N/A	N/A	66% (8/12)	70%	75%
Percentage of clients' successful engagement in treatment services	N/A	N/A	N/A	68% (32/47)	75%	75%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of clients served (unduplicated)	N/A	38	52	67	70	72
Percentage of clients outreached within 24 hours of referral by law enforcement	N/A	N/A	N/A	100% (9/9)	100% (20/20)	100% (20/20)
Percentage of Community Outreach and Education Goal Achievement (Outreach Event/REVIVE)	N/A	N/A	N/A	108%/ 171%	100%/ 180%	100%/ 110%

- FY 2019 saw a decrease in both fatal and non-fatal reported overdoses. We attribute this partially to NARCAN being more widely available in our community and police/paramedics not being called for all overdoses. NARCAN continues to be dispensed in the community and we expect to continue to see police data on overdoses to decrease in FY 2020.
- Percentage of client's improvements is based on DLA-20 scores. Due to a change in therapist in FY 2019 the numbers may be slightly lower than anticipated. We expect to see improvement increase to about 70 percent with a consistent therapist. Due to the nature of addiction, there improvement will always be fluid and can change from quarter to quarter for each client.
- Percentages of client's successful engagement measures individuals who have been retained in treatment for at least 60 days. The number is expected to increase in the next fiscal year due to consistency in therapist and an increase in use of peer recovery specialists to engage individuals.
- For the percentage of clients outreached within 24 hours of referral by law enforcement, the goal is to outreach individuals within 24 hours of law enforcement notifying us of an overdose. We have had a 100 percent response rate and anticipate that this will remain the same in FY 2020.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Child and Family Services Division.

- Promote excellent customer service in all program areas.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, providing training, ensuring compliance with all relevant laws and requirements, evaluating staff performance and promoting effective collaboration with community partners.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer of an Administrative Specialist from the Economic Indepedence Division (1.0 FTE, $89,720), employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in Sequoia Plaza rent ($100,293) and contractual services ($6,833).
- ↓ Federal share revenue decreases due to the projected reimbursement for eligible positions and administrative costs ($176,225).
- ↓ State share revenue decreases due to the projected reimbursement for eligible positions and administrative costs ($161,018).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,213,824	$2,454,929	$2,542,419	4%
Non-Personnel	1,699,281	1,710,250	1,817,376	6%
Total Expenditures	3,913,105	4,165,179	4,359,795	5%
Federal Share	1,334,306	1,496,903	1,320,678	-12%
State Share	268,940	451,020	290,002	-36%
Total Revenues	1,603,246	1,947,923	1,610,680	-17%
Net Tax Support	$2,309,859	$2,217,256	$2,743,830	24%
Permanent FTEs	20.00	20.00	21.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	20.00	21.00	

PLANNING AND SUPPORT SERVICES

PROGRAM MISSION

To coordinate the ancillary and support services for the Child and Family Service Division that promote community well-being, and to provide access to quality child care services.

Early Childhood Development

- License and monitor day care centers, family day care homes, as well as private, parochial, and technical schools.
- Reduce risks to children by ensuring compliance with day care quality standards.

Parent Education and Project Family

- Provide parenting classes, community education, and online parenting resources.
- Participate in community initiatives to strengthen and support families.
- Strengthen families by using "hands-on" instruction and modeling to teach parenting skills.
- Work with parents to develop an understanding of child growth, development, and health.

Arlington Partnership for Children, Youth, and Families

- Community-led advisory group comprised of 16 appointed community volunteers along with County and School staff to support community efforts around children, youth, and families.
- Identify community needs through research and surveys, engage the community to find ways to meet the needs, and advocate for improved policies and programs.
- Publish reports on the status of children, youth and families to inform the school and county boards, as well as the community, of needs to assist with planning and coordination of services in Arlington.

Children's Services Act (CSA)

- Provide high quality, child centered, family focused, cost effective, community-based services to children and families with multiple and complex behavioral issues.
- Provide an array of services and coordinate reimbursements that support children and families in the foster care and adoption system.
- Ensure compliance with local, state, and federal regulations relative to contracted services and reimbursements.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to a new Virginia Quality Childcare Grant ($24,000), anticipated rate increases for the Children's Services Act (CSA) ($184,848), Sequoia Rent ($880), and contractual services ($594). These increases are partially offset by the decrease in the Promoting Safe and Stable Families Grant ($304) and rental of county owned vehicles ($4,755).
- ↑ Federal share revenue increases due to new Virginia Quality Childcare Grant ($24,000) and partially offset by decrease in Promoting Safe and Stable Families ($228).

↑ State revenue increase due to increase in DHS Foster Care revenue ($69,226), partially offset by decrease in DHS Parent Education ($29).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$884,991	$1,067,980	$1,044,947	-2%
Non-Personnel	2,242,129	4,193,114	4,398,377	5%
Total Expenditures	3,127,120	5,261,094	5,443,324	3%
Federal Share	191,049	69,191	92,963	26%
State Share	937,799	1,723,846	1,793,043	4%
Other	-	3,572	3,572	-
Total Revenues	1,128,848	1,796,609	1,889,578	5%
Net Tax Support	$1,998,272	$3,464,485	$3,553,746	3%
Permanent FTEs	10.25	9.50	9.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.25	9.50	9.50	

PERFORMANCE MEASURES

Child Care Licensure and Support

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Child care centers licensed	72	78	58	64	64	64
Family day care homes licensed	148	150	127	138	138	138
Percentage of child care programs receiving complaints	N/A	N/A	10%	11%	5%	5%
Percentage of compliance with health and safety requirements	N/A	N/A	97%	97%	90%	90%
Percentage of programs that received the required number of inspections	N/A	N/A	91%	98%	100%	100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Validation inspections	N/A	N/A	10	23	23	23
Renewal inspections	N/A	N/A	164	170	170	170
Monitoring inspections	N/A	N/A	93	87	87	87
Complaint investigations	N/A	N/A	33	43	43	43
Training/Professional development opportunities	N/A	N/A	16	22	22	22

- In FY 2018, Child care centers licensed and family daycare homes licensed decreased due to several centers with expiring licenses not seeking renewal.
- In FY 2018, child care centers licensed and family daycare homes licensed decreased due to several centers with expiring licenses not seeking renewal. Furthermore, Virginia law allows religious child care centers to be exempt from licensure. Through FY 2017, these religious centers were included in the calculation of child care centers licensed. In FY 2018, religious centers were excluded from the count, which accounts for the decrease in that measure.
- In FY 2019, the number of renewal and validation inspections increased and the number of monitoring visits decreased. This was because the child care team was down by 50 percent of staff during most of FY 2019, which impacted staff ability to complete all inspections. Staff prioritized seeing every provider for renewal and validation visits over completing all monitoring visits.
- In FY 2019, of the 23 programs that received complaints in FY 2019, a total of three programs received two complaints (5 founded/1 unfounded). An additional four programs received three or more complaints (15 founded/6 unfounded).
- In FY 2019 there was an increase in community training and onsite technical assistance which resulted in an increase of Training/development opportunities.

Parent Education

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of families with no repeat instances of child abuse or neglect	100%	100%	100%	89%	90%	90%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of class participants who were referred by Child Protective Services (CPS)	18	8	6	9	9	9
Percentage increase in participants showing improved parenting skills post class (Family functioning)	59%	68%	75%	75%	75%	75%
Total number of class participants	31	30	35	35	35	40

- In FY 2018 and FY 2019, 75 percent of participants increased their post test scores in family functioning resilience, compared to their pre-scores. The family functioning / resilience mean test scores increased from a pre-mean score of 5.06 to a post-mean score of 5.48 between pre and post survey administration.
- In FY 2018, 75 percent of participants increased their test score. Thus, well over one half of the program participants increased famly functioning resilience from pre- to post-program implementation. An analysis of the survey data indicates that the average scores increased from 4.3 to 5.7 (from pre- to post- test means). The maximum eligible score is 7.0.
- In FY 2019, the number of class participants referred increased from six participants to nine participants which is more consistent with the number of participants in FY 2017.
- In FY 2019, 89 percent of families participating in the class had no additional instances of child abuse or neglect reported. This 89% represents eight out of the nine participants referred by CPS.

CSA Administration

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of alignment between level of need and level of service requested (CANS assessment core match)	59%	51%	73%	84%	80%	80%
Percentage of cases completing home-based services in less than 180 days	63%	66%	52%	39%	50%	50%
Percentage of cases completing congregate care services in less than 180 days	64%	64%	83%	72%	80%	80%
Percentage of Child and Adolescent Needs and Strengths (CANS) Tool submitted current (within 90 days)	96%	88%	76%	85%	90%	90%
Percentage of youth served in the community	N/A	N/A	83%	89%	90%	90%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children served by CSA	149	158	174	189	189	189
Number of Family Assessment and Planning Team (FAPT) Reviews	439	410	336	366	366	366

- In FY 2019, the percentage of alignment between level of need and the level of service increased because CANS alignment was reviewed prior to FAPT meetings and discussed in FAPT for all cases.
- In FY 2018, the percentage of alignment between level of need and level of service requested (CANS assessment score match) increased due to implementing a new CANS algorithm in November 2017.
- In FY 2018 and FY 2019, the percentage of cases completing home-based services in less than 180 days continued to decrease due to an increase in the provision of home based services prior to the youth's discharge from congregate care.
- In FY 2019, the percentage of cases completing congregate care services in less than 180 days decreased slightly due to an increase in the number of youth whose placements extended beyond 180 days. In FY 2019 there were eight youth whose congregate care placements extended beyond 180 days compared to FY 2018 when there were five youth whose congregate care placements extended beyond 180 days.
- In FY 2019, a CANS tracking sheet was developed and implemented to assist staff with tracking due dates, contributing to the increased rate of CANS compliance.
- In FY 2018, the percentage of Child and Adolescent Needs and Strengths (CANS) Tool submitted current (within 90 days) decreased due to the supervisors not consistently implementing monthly case reviews which was a new process that year.
- In FY 2018 and FY 2019, the number of children served by CSA increased due to treating more sibling groups and an increased number of referrals from private day (schools).
- In FY 2018, the number of Family Assessment and Planning Team (FAPT) reviews decreased due to improved efficiency of services. While the number of reviews increased in FY 2019 because of a higher volume of clients, they were still well below FY 2017 numbers.

- In FY 2019, the percentage of youth who received services in the community increased from 83 percent to 89%. The System of Care team focuses on serving children in the least restrictive environment, indentifying and reducing disparities and widening the service array.
- This program has a performance measurement plan. The data above align with that plan.
- You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

CHILD WELFARE

PROGRAM MISSION

Provide child protective services, foster care, and adoption services to ensure the safety and well-being of children identified as having been abused/neglected or at-risk of parental abuse and neglect.

Child Protective Services (CPS)

- Serve as the community referral point to identify children at-risk of abuse and neglect through management of a 24-hour hotline.
- Conduct investigations and provide comprehensive assessments to address the safety and future risk of harm for each child.
- Ongoing CPS Services are to prevent reoccurrence of maltreatment, maintain children safely in their home, and increase caregiver protective capacity.
- Ongoing CPS Services works with the youth and family to develop and implement safety and treatment plans to reduce harm and take appropriate actions to alleviate risk factors.
- Provide coordinated and seamless community responses to allegations of sexual abuse or severe emotional or physical abuse.

Foster Care

- Engage and assess families to coordinate and provide services designed to achieve permanency.
- Recruit, train, license, and support foster families to ensure that children in foster care join with a nurturing and safe family.
- Match children in need of foster care services with families who can meet their emotional, behavioral, and physical care needs.

Family Partnership Meetings

- Facilitate voluntary Family Partnership Meetings (FPM) in which family members, professionals, and others come together to discuss ways to support children and families. The main goal of the meetings is to make sure that children are safe. Meetings are held when children are removed from their caretakers' custody or when children are at-risk of being removed.
- FPM is a voluntary service that engages a child's family members and their supports in critical decision making around safety and permanency.

Adoption

- Recruit, train, and dually certify foster families to adopt.
- Support adoptive families to meet the emotional, behavioral, and physical care needs of their children adopted through foster care.

Independent Living

- The federally mandated program assists youth 14 years of age and older currently in foster care and young adults formerly in foster care that have requested services in obtaining basic life skills, education, and employment preparation necessary to become self-sufficient adults.
- In July 2016, Virginia implemented the Fostering Futures program, which offers housing and other supports to youth 18 to 21 years old. To access these enhanced supports, youth who are medically able must be enrolled in school, participating in post-secondary education, or employed.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections
- ↑ Non-personnel increases due to grant funding increases for Foster Parent Training ($6,200), IV-E Adoption ($217,789), Adoption Incentive ($2,000), and Special Needs Adoption ($52,342). These increases are partially offset by decreases for Fostering Futures ($8,737), Respite Care ($3,000), Child Welfare Substance Abuse Services ($5,524), Independent Living ($8,586), and Title IV-E Foster Care ($100,095).
- ↑ Federal share revenue increases due to the projected reimbursement for eligible positions and administrative costs ($388,699), Foster Parent Training ($3,383), Adoption Incentive ($2,000), and IV-E Adoption ($108,895). These increases are offset by funding decreases for Respite ($1,069), Independent Living ($6,869), IV-E Foster Care ($50,047), and Fostering Futures ($4,369).
- ↓ State share revenue decreases due decreases for projected reimbursement for eligible positions and administrative cost ($262,906), Independent Living ($1,717), Respite ($1,931), Fostering Futures ($4,369), Title IV-E Foster Care ($50,047), and Client Administration Support ($4,668). These decreases are offset by funding increases for IV-E Adoption ($108,894) and Special Needs Adoption ($52,342).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,410,921	$3,503,083	$3,549,529	1%
Non-Personnel	2,662,866	2,501,902	2,654,291	6%
Total Expenditures	6,073,787	6,004,985	6,203,820	3%
Fees	1,280	-	-	-
Federal Share	3,207,284	2,508,601	2,949,224	18%
State Share	1,762,048	2,003,208	1,838,806	-8%
Total Revenues	4,970,612	4,511,809	4,788,030	6%
Net Tax Support	$1,103,175	$1,493,176	$1,415,790	-5%
Permanent FTEs	30.50	33.50	33.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	30.50	33.50	33.50	

PERFORMANCE MEASURES

Child Protective Services-Ongoing

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of children stabilized with their families after receiving Ongoing CPS Services	88%	92%	93%	89%	95%	95%
Percentage of families with validated Reports within two years post closure	N/A	19%	8%	2%	2%	2%
Percentage of families who achieve a low or reduced level of risk within 90 days	N/A	87%	93%	81%	85%	85%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of families served by CPS ongoing	56	69	58	60	60	60
Percentage of Service Plans and Contacts on Time	N/A	95%/ 97%	83%/ 85%	98%/ 100%	95%/ 95%	95%/ 95%

- In FY 2019, 37 families were closed to CPS Ongoing Services. In 33 cases (89 percent), children were stabilized with their families. In the remaining four cases, children were removed and placed in foster care (seven children total).
- In FY 2019 and FY 2018, a total of 83 cases were closed to CPS Ongoing. After closure, two of these families received validated Child Protective Services reports again in FY 2019. Percentage of families with validated Reports within two years post closure was not measured prior to FY 2017.
- In FY 2019 staff turnover in CPS intake and Ongoing was high which resulted in a delay in cases transferring from intake to ongoing on time. This delay affected the percentage of families who achieved a lower level of risk within 90 days. The percentage achieving lower risk within 90 days was also affected by the presence of complex needs, such as domestic violence, which require longer term intervention.
- In FY 2019, the state mandated that agencies begin to use a dictation system to assist with the timely completion of contact notes. This contributed to the increase in timeliness.
- In FY 2019, timeliness of service plan updates increased to 98 percent. The Supervisor reviews each case file to check for accuracy and completion which has contributed to the increase in this percentage.

Child Protective Services-Intake

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of initial responses on time	N/A	N/A	N/A	85%	90%	90%
Percentage of cases closed on time	N/A	62%	88%	74%	80%	80%
Percentage of cases closed safely without requiring additional services	N/A	85%	87%	81%	85%	85%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of assessments	189	314	271	248	248	248
Number of calls received	N/A	3,927	2,818	2,515	2,515	2,515
Number of information and referral calls	3,273	2,744	1,596	1,180	1,180	1,180
Number of investigations	96	101	109	105	105	105
Number of investigations which resulted in a finding of abuse or neglect dispositions	53	45	53	48	48	48

- In FY 2019 and FY 2018, the number of information and referral calls and assessments decreased as a result of an enhanced effort to provide mandated reporter training to community stakeholders. By providing the community with education regarding the appropriate use and purpose of the CPS hotline, there was a reduction in the amount of information/referral calls.
- In FY 2019, The overall compliance percentage of timely contacts for FY 2019 is 85 percent (270/319).
- In FY 2019, some delays in initial response occurred when partnering with law enforcement. In some instances of sexual abuse and out-of-family investigations, CPS is advised not to proceed with an investigation until law enforcement has completed their investigation and/or until the Child Advocacy Center (CAC) has completed their forensic interview.
- When cases require additional clinical support and stabilization work in order to safely close the case, cases are closed after the timeframe targeted by the state.
- In FY 2019, the CPS program experienced a complete turnover in staff. Several of the staff are trainees and need a high level of oversight. Because the CPS intake team is relatively new, it has required the supervisor to closely review all documentation which impacts the timeliness of case closure.
- In FY 2019, Some of the cases that were opened to foster care were court ordered. Other cases were opened to foster care because of an incapacitated caregiver.

Foster Care

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of new foster families certified	23	13	17	20	20	20
Number of total certified foster families	59	58	67	70	70	70
Percentage of foster families retained through the end of the fiscal year	87%	81%	86%	82%	90%	90%
Percentage of placements that allow children in foster care to continue services with their own providers seen prior to foster care	96%	90%	87%	97%	92%	92%
Percentage of placements that enable children in foster care to remain in their original school districts	90%	86%	83%	95%	90	90%
Percentage of placements that lasted until the child was discharged from foster care	75%	91%	87%	93%	88%	88%

Percentage of placements with a child's relatives, siblings or child-specific placements	47%	52%	51%	52%	70%	70%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of children served monthly	92	98	84	78	78	78
Average number of children served monthly in congregate care	13	8	5	3	3	3
Average number of children served monthly in purchased therapeutic foster home	20	26	22	14	14	14
Average number of children served monthly in regular foster care	38	41	34	38	38	38
Percentage of families certified within 90 days	68%	93%	89%	90%	90%	90%

- In FY 2019, the number of new foster families certified increased slightly from FY 2018. A contributing factor to this increase was the agency's use of Mutual Family Assessors that are available through Virginia Department of Social Services which are utilized to assist with the completion of home studies, and increases the agency's capacity to complete home studies and remain in compliance with timeframes. Additionally, pre-assessments were completed for every family who completed PRIDE training to determine readiness and prioritize families for home study.
- In FY 2018 and FY 2019, the number of total certified foster families continued to increase due to intensified focus on getting foster families certified (including kin families).
- In FY 2019, 12 families closed. The majority were kinship families who gained custody of their family members.
- In FY 2019, a Family Development Agreement form was created to identify specific training or specialized supports needed to increase a family's fostering skills and abilities. This form was implemented to support retention efforts.
- In FY 2019, 73 percent of children in foster care were joined with Arlington County foster families, allowing better outcomes for the continuity of children's connections to their community. Collaboration with the kinship navigator to support kinship placements also had a positive impact on this measure.
- In FY 2019, the foster parent support protocol was in place, which provided families more over-the-phone and in-person support at the beginning of placements which contributed to the continuity of children's connection.
- In FY 2019, the percentage of placements that lasted until the child was discharged from foster care increased because foster families received in-home support and phone consultations for children with challenging emotional and behavioral care needs. Also, an increase in the foster parent pool has allowed the program to make better parent/child matches.
- In FY 2018 and FY 2019, the average number of children served monthly in congregate care continued to decrease due to more children served in community based settings.

- In FY 2019, all but two home studies were completed on time. In those two situations, an external partner delayed the process. This program has a performance measurement plan. The data above aligns with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Family Partnership Meeting

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average satisfaction score with FPMs for family members/service providers	3.6/ 3.6	3.6/ 3.7	3.6/ 3.7	3.6/ 3.7	3.8/ 3.8	3.8 /3.8
Percent of children in foster care who had a Family Partnership Meeting (FPM) and who left foster care within 12 months	62%	53%	48%	45%	50%	50%
Percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting	76%	95%	100%	100%	100%	100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children served in at-risk and removal FPMs	83	99	69	98	98	98
Number of children served in placement- and goal-change FPMS	9	25	22	17	17	17
Percent of Family Partnership Meetings held within 14 days for youth at risk of removal	94%	94%	92%	100%	100%	100%
Percent of removal meetings held before the Court hearing	94%	100%	100%	91%	100%	100%

- The percent of children in foster care who had a Family Partnership Meeting (FPM) decreased from FY 2016 to FY 2019 due to circumstances outside the control of the agency. In FY 2019, the percent of children in foster care who had a Family Partnership Meeting (FPM) and left foster care within 12 months decreased due to the delay in the ICPC approval process for reunification/relative placement and court-imposed delays. In FY 2020, there were also a couple of instances in which reunification/relative placement was attempted but due to either parental instability or behavioral challenges, the placements were disrupted/delayed.
- In FY 2017, weekly management team reviews of CPS cases with Standardized Decision Making (SDM) Risk ratings of High or Very High were initiated. Youth at high risk of removal were identified earlier and interventions were put in place. This led to a significant increase in the percent of youth at risk of removal who remained in the home at least 90 days. In FY 2019, the number of children served in at-risk and removal FPM's increased due to the increase in the number of removal FPM's facilitated. In FY 2019, there were 19 removal FPM's facilitated which is more than double the number of removal FPM's facilitated in FY 2018 (seven).
- In FY 2019, the percentage of FPM's held within 14 days for youth at risk of removal increased to 100 percent. In FY 2019, two additional staff completed training in FY 2019 to become FPM facilitators. Also, Family Support Workers completed the training to coordinate FPM's.

- In FY 2019, the percentage of removal meetings held before court reduced to 91 percent. This 91 percent reflects 10 out of 11 families.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Adoption

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children who exited foster care to adoptive homes within 24 months	8	9	0	2	2	2

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children with finalized adoption receiving adoption subsidy	120	125	122	126	126	126

- In FY 2018 and FY 2019, the number of children who exited foster care to adoptive homes within 24 months was affected by outside factors such as pending appeals with biological families or placement instability of high level needs children.
- Adoption refers to all the cases still being supported by Child and Family Services Division.

Independent Living

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of youth aged 14-21 who are engaged in education and/or employment readiness activities	N/A	N/A	N/A	92%	95%	95%
Percent of youth ages 18-21 who receive regular dental/medical care	N/A	N/A	N/A	33%/ 62%	30%/ 50%	30%/ 50%
Percent of eligible youth engaged in the Fostering Futures Program	N/A	N/A	N/A	70%	75%	75%
Percent of youth ages 14-18 that exited care to permanency	N/A	100%	60%	75%	75%	75%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of youth served in foster care between ages 14 and 20	50	55	43	37	37	37
Percent of youth who had Transitional Living Plan (TLP) completed on time	59%	67%	78%	59%	80%	80%

- In FY 2019, the number of youth served in foster care between the ages of 14-20 continues to decrease as the overall number of youth served in foster care decreases.
- In FY 2019, the independent living measures were modified to better align with the state's focus on improving overall outcomes for older youth in care.

- In FY 2019, several factors impacted the timeliness of Transitional Living Plan (TLP) meetings including youth absence (absence, no show), scheduling conflicts, adoption finalization, and crisis.
- In FY 2019, two foster care positions were designated for older youth and existing staff already trained in Family Partnership Meetings (FPM) were enlisted to complete TLP, allowing for a larger pool of facilitators. It is anticipated that the expansion of the facilitator pool will improve the timeliness percentage in FY 2020.
- In FY 2019, youth ages 18-21 had a lower percentage of regular dental and medical care than those youth ages 14-17. At age 18, HIPAA laws prevent the Department from scheduling and/or obtaining any medical information on behalf of the youth. Therefore the youth must take the initiative to ensure their medical needs are met.
- In FY 2019, 33 youth were eligible to participate in the Fostering Futures program. Of these youth, 23 (70 percent) engaged in the program this fiscal year. Fostering Futures was initiated in July 2016. It is a voluntary program available to young adults in foster care after age 18 that provides support and assistance through age 21 to assist with successful transition into adulthood.
- In FY 2019, the youth that did not achieve permanency engaged in the Fostering Futures program and continued to receive support. Permanency is achieved when a child leaves foster care to live with family through reunification, adoption, or relative placement.
- In FY 2019, timeliness of Transitional Living Planning was expanded to included data for youth age 14-21, rather than 16-21. This modification was made to provide additional oversight for all youth requiring this plan instead of a subset of youth.
- In FY 2019, several factors impacted the timeliness of TLP meetings including youth abscondence, scheduling conflicts, adoption finalization, and crisis.
- In FY 2018, the percent of youth age 16 through 21 years old who had Transitional Living Plan (TLP) completed on time increased due to enlisting additional staff who were trained in TLP completion.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

BEHAVIORAL HEALTHCARE

PROGRAM MISSION

To promote the healthy functioning and recovery for children and youth with emotional disturbance, mental illness, and/or substance abuse disorders.

Intake Services

- Evaluate the strengths and needs of children and families and provide appropriate and timely services.
- Mental health therapists conduct mental health/substance abuse assessments, formulate diagnoses, and provide service recommendations.

Child Advocacy Center

- Screen, diagnose, and treat children and youth.
- Conduct mental health screening and assessment with youth and their families.
- Perform forensic interviews with children who may have been sexually and/or severely physically abused.
- Ensure a coordinated community response to intervene, protect, and treat victims of child abuse by convening and facilitating an inter-agency multidisciplinary services team that includes Police, Child Protective Services, the Commonwealth's and County Attorneys' Offices, Public Health, and Mental Health Services.

Outpatient Therapy

- Provide individual, family, and group therapy.
- Coordinate services with other child serving agencies and private providers.
- Provide early intervention and prevention-oriented counseling. Provide behavioral consultation and intervention services to parents and care providers of children with behavioral and mental health disorders.
- Train parents and care providers in behavioral management techniques to reduce the risk of child abuse and out-of-home placement.

Outpatient Case Management

- Provide short-term, home-based, family-centered therapeutic services to stabilize high risk behaviors for those children and youth with severe impairments.
- Contract therapeutic recreational and/or respite services.
- Provide advocacy, career development and life skills counseling, linkage to community resources, and mentoring to help youth ages 14-17 with behavioral and/or emotional disorders or mental illness transition to adulthood successfully.
- Provide education and alternate coping strategies for youth regarding drugs and alcohol.
- Provide referral for short-term substance abuse residential services for youth with severe abuse or dependency.
- Implement evidence-based prevention programs approved by the Federal Center for Substance Abuse Prevention and character-building activities to promote healthy life choices.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a grant-funded Human Services Clinician II ($73,400, 1.0 FTE), the increase of a grant-funded part-time temporary Management Specialist ($45,275, 0.1 FTE), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reallocation of the Victims of Crime Act (VOCA) grant from non-personnel to personnel ($124,174) and partially offset by the increase in Sequoia Plaza rent ($2,051).
- ↑ Fees revenue increases due to an increase in Community Services Board revenue for mental health services ($12,428).
- ↑ Other revenue increases due to an increase in VOCA grant ($116,674).
- ↑ State revenue increases due to an increase in Same Day Access Grant funding ($1,277).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,745,912	$2,978,847	$3,163,898	6%
Non-Personnel	1,782,962	1,831,167	1,709,044	-7%
Total Expenditures	4,528,874	4,810,014	4,872,942	1%
Fees	182,577	160,379	172,807	8%
Federal Share	287,051	223,959	223,959	-
State Share	1,675,705	1,678,736	1,680,013	-
Other	197,657	140,232	256,906	83%
Total Revenues	2,342,990	2,203,306	2,333,685	6%
Net Tax Support	$2,185,884	$2,606,708	$2,539,257	-3%
Permanent FTEs	25.75	25.75	26.75	
Temporary FTEs	-	0.50	0.60	
Total Authorized FTEs	25.75	26.25	27.35	

PERFORMANCE MEASURES

Centralized Intake Unit

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of children and families connected to ongoing services	92%	93%	97%	93%	95%	95%
Percentage of clients diverted from court involvement	13%	57%	100%	67%	70%	70%
Percentage of parents understanding the next step in obtaining services	100%	97%	100%	100%	95%	95%
Percentage of parents who believe they will get the help they need	98%	96%	98%	100%	95%	95%
Percentage of youth understanding what the next step is	91%	91%	97%	80%	95%	95%
Percentage of youth who believe they will get the help they need	91%	92%	94%	93%	95%	95%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of information and referral calls handled	928	992	1142	794	794	794
Wait time between intake and first clinical appointment	N/A	N/A	N/A	70%	70%	70%
Percentage of required Intake Assessment documentation data elements complete	95%	95%	97%	94%	95%	95%

- In FY 2019, business hours were modified to accommodate families' work and school hours. This modification contributes to the continued high percentage of families connected for ongoing services.
- In FY 2018, the percentage of children and families connected to ongoing services increased due to hiring two additional Spanish speaking staff and implementation of same day access.
- In FY 2019 the percentage of clients who met diversion criteria with no subsequent court involvement increased from 57 percent in FY 2017 to 67 percent in FY 2019 (FY 2018 was based on only two months of service provision for 16 youths due to a court liaison vacancy that was filled at the end of FY 2018). In FY 2018, the percentage of clients diverted from court involvement increased due to filling the vacant court liaison position in April 2018.
- In FY 2019, The percentage of youth that indicated they understood the next steps in the process decreased from 97 percent to 80 percent. There was a decrease in the number of surveys completed which also impacted the results. There were three youths that stated that they did not know the next steps in the process. Training and supervision of intake clinicians will continue to focus on strategies to engage youth in the intake process and maximize their understanding of next steps for services.
- In FY 2019, wait time between intake and first clinical appointment was a new measure that was not previously recorded. This measure was included to align with Same Day Access processes.

- In FY 2019, the number of information and referral calls decreased due to the implementation of Same Day Access. Because families are now able to walk in and be seen on the same day, there was no longer a need to call and make an appointment which directly impacted the number of calls received by the program.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Outpatient Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of clients who achieve their treatment goals at discharge	92%	93%	94%	91%	95%	95%
Percentage of parents completing surveys who report satisfaction with services	90%	88%	90%	88%	90%	90%
Percentage of seriously emotionally disturbed consumers maintained in the community with outpatient treatment	85%	77%	85%	88%	90%	90%
Percentage of youth completing surveys who report satisfaction with services	75%	76%	75%	73%	75%	75%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of client services documentation completed within one business day	82%	88%	90%	88%	90%	90%
Client show rate	81%	80%	79%	80%	80%	80%
Total consumers receiving services	336	300	282	382	382	382
Number of youth receiving intensive and routine case management services	68	57	69	135	135	135
Number of youth transitioned to adult behavioral health services	18	40	39	22	22	22

- In FY 2019, 91 percent (141/155) of clients achieved some or all their treatment objectives at discharge, a slight decrease from 94 percent in FY 2018. The majority of the clients (12) that did not meet treatment goals either never engaged in services or refused services.
- In FY 2019, 88 percent (288/327) of clients who entered care in the community did not require an increased level of care (LOC) while receiving behavioral healthcare treatment and were safely remained in a community setting. This is an increase from FY 2018, when 85 percent of youth were maintained at a community-based level of care.
- In FY 2019, Parent Child Interactive Therapy (PCIT) was implemented that addresses the behavioral needs of youth ages two-six with a strong parent coaching component. This evidenced based therapy was implemented to assist with maintaining youth at a community-based level of care.

- In FY 2018, the percentage of seriously emotionally disturbed youth maintained in the community with outpatient treatment increased due to the use of specialized services including Children Crisis Response (CR2) and home-based services.
- In FY 2019, the total number of consumers receiving services increased due to the full implementation of Same Day Access (SDA). With this service, clients no longer have to make an appointment to be seen for an intake appointment and are able to walk in during business hours.
- In FY 2019, the number of youth receiving intensive and routine case management services increased as well as result of the full implementation of Same Day Access. During this fiscal year, there was a change in how case management services were documented. This modification resulted in an increased number of case management services that were captured.
- In FY 2019, the number of clients receiving youth transition services has decreased due to the decrease in the number of transition aged youth meeting Serious Mental Illness (SMI) criteria. These youths are then referred to community resources.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:
- http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Child Advocacy Center

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children receiving forensic interviews by Child Advocacy Center staff	147	166	196	168	168	168

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of children referred to the CAC	205	273	314	217	217	217
Percentage of children interviewed at the CAC meeting case acceptance criteria	78%	64%	72%	87%	85%	85%

- In FY 2018, the number of children receiving forensic interviews by CAC staff increased due to eligibility criteria being revised (all CPS investigations are eligible for referral to CAC).
- In FY 2019, the CAC multidisciplinary team (MDT) reviewed trends and agreed to modify eligibility criteria to allow for supervisory discretion for CPS-only investigations without SVU assignment. Doing so ensured that the MDT was only expected to refer children to the CAC when indicated, resulting in fewer children considered eligible and fewer referrals. It should be noted that CPS only referrals are still accepted upon request.
- In FY 2019, the number of forensic interviews decreased which is impacted by the decrease in the amount of referrals received this year. There were 217 referrals received in FY 2019 and 314 referrals received in FY 2018.
- In FY 2019, the part-time CAC forensic interviewer's devoted time was increased to 80 percent to meet the increasing need for interviews over the last five years. The additional time of the forensic interviewer has been instrumental in ensuring that those eligible are interviewed, which has contributed to the increased percentage of children interviewed at the CAC in FY 2019.

Youth Behavioral Health Wellness (Substance Abuse and Early Intervention)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of contacts	N/A	4,215	3,000	6,845	6,845	6,845
Number of events	N/A	N/A	130	105	150	150
Number of participants trained	N/A	195	90	1,317	300	300
Suicide means reduction tools	N/A	N/A	120	997	997	997
Tobacco vendor site visits	N/A	165	147	0	147	147

- In FY 2019, the number of contacts increased due to a focused effort to engage more with the community and partnering with Arlington Public Schools.
- New measures were implemented in FY 2017 and FY 2018 to better reflect the program's work.
- In FY 2019, the number of events decreased slightly due to staff vacancies during this fiscal year. Now that the team is fully staffed, it is anticipated that the number of events will increase in FY 2020.
- In FY 2019, the number of participants trained increased due to a KOGNITO training that was provided to all Arlington Public School teachers and student support staff.
- In FY 2018, the number of participants trained went down due to a large number of school personnel being trained in FY 2017 therefore not required to be trained in FY 2018.
- In FY 2019, the number of suicide means reduction tools distributed increased due to collaborative efforts with community stakeholders to provide information sessions ("Lock and Talk" and gun and trigger locks) to various community groups.
- In FY 2019, there was a state suspension on tobacco vendor site visits due to updated laws regarding the legal purchasing age. Visits will resume in FY 2020.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Aging and Disability Services Division.

Management and Administration

- Promote effectiveness and efficiency.
- Evaluate programs and encourage innovative programming.
- Oversee the Division's financial management including grant and contract management.
- Provide workforce development.
- Ensure compliance with all relevant laws and requirements.
- Evaluate staff performance.
- Ensure effective collaboration with community partners.

SIGNIFICANT BUDGET CHANGES

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

↑ Non-personnel increases due to an increase in Sequoia Plaza rent ($9,623).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$664,699	$690,248	$704,235	2%
Non-Personnel	186,349	150,488	160,111	6%
Total Expenditures	851,048	840,736	864,346	3%
Total Revenues	-	-	-	-
Net Tax Support	$851,048	$840,736	$864,346	3%
Permanent FTEs	5.50	5.50	5.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	5.50	5.50	5.50	

PERFORMANCE MEASURES

Management and Administration

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percentage of budgeted third party reimbursement revenue received	98%	94%	90%	94%	95%	95%

- The percent decrease in FY 2017-2018 is attributed to fewer Medicaid eligible particpants than expected at the Adult Day Program.
- The percent increase from FY 2018-2021 is attributed to state Medicaid expansion and more clients served who are covered by insurance providers.

AGENCY ON AGING

PROGRAM MISSION

To ensure adults age 60 years and over remain integral members of the community and to ensure service and system improvements through leadership and policy guidance. This unit is one of 622 Area Agencies on Aging (AAA) in a national network established by the Federal Older Americans Act.

Planning and Advocacy

- Facilitate the collaboration of service providers in an effort to develop new or modified private and/or public programs.
- Administer Area Plan for Aging Services and manage federal and state funds appropriated under the Older Americans Act, including contracts with non-profit and proprietary agencies.
- Provide education to the community and identify services to assist older adults in accessing appropriate community supports, distribute publications, and make presentations.
- Provide staff assistance to the Commissions on Aging and Long Term Care Residences.

Resource Center

- Provide information, referrals, and advocacy for older adults, individuals with disabilities, and their caregivers in accessing community resources.
- Provide Medicare counseling and related insurance counseling, information, and outreach to Medicare beneficiaries and their caregivers in Arlington.
- Provide emergency services and crisis stabilization.
- Conduct intakes, comprehensive assessments, make appropriate referrals, and provide short term case management.
- Provide outreach to community groups and organizations regarding resources and services available for older adults and individuals with disabilities.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and the addition of a grant funded Management Specialist ($21,762, 0.25 FTE). These increases are partially offset by lower retirement contributions based on current actuarial projections and the transfer out of a Human Services Clinician II ($52,027, 0.50 FTE) to the Arlington Adult Day Program.
- ↑ Non-personnel increases due to services related to the Agency on Aging Area Plan allocations ($86,951), the regional contribution to the Ombudsman Program ($1,949), the Culpepper Garden Community ($7,826), contractual increases ($405), and Sequoia Plaza rent increases ($5,444).
- ↑ Federal Share revenue increases due to an adjustment to the projected amounts for the Agency on Aging Area Plan ($64,206).
- ↓ State Share revenue decreases due to an adjustment to the projected amounts for the Agency on Aging Area Plan ($70,363).
- ↑ Other revenue increases due to an annual three percent increase to the allocation of the rent receipts for the Cherrydale Health and Rehabilitation Center ($7,826).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$758,577	$830,722	$853,705	3%
Non-Personnel	1,300,684	1,224,315	1,326,890	8%
Total Expenditures	2,059,261	2,055,037	2,180,595	6%
Fees	1,110	1,300	1,300	-
Federal Share	370,789	327,201	391,407	20%
State Share	307,141	313,267	242,904	-22%
Other	253,447	260,879	268,705	3%
Total Revenues	932,487	902,647	904,316	-
Net Tax Support	$1,126,774	$1,152,390	$1,276,279	11%
Permanent FTEs	7.05	8.55	8.30	
Temporary FTEs	0.55	-	-	
Total Authorized FTEs	7.60	8.55	8.30	

PERFORMANCE MEASURES

Agency on Aging Programs

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of grants received	10	10	12	13	13	13
Number of programs funded through the AAA	10	10	12	13	13	14
Home Delivered Meals: Customers eat healthier	84%	80%	91%	88%	90%	90%
Home Delivered Meals: Participants who report that services enable them to continue to live independently	98%	89%	98%	98%	98%	98%
Home Delivered Meals: Participants that have stabilized or reduced nutritional risk	80%	82%	73%	83%	80%	80%

- The increase in the number of grants received and the number of programs funded through the AAA in FY 2019 and beyond is related to the expansion of the No Wrong Door and Options Counseling programs: Care Coordination for Elderly Virginians and Chronic Disease Self-Management Education.
- In FY 2018, the AAA adopted a new performance management plan for Home Delivered Meals. The target set for Home Delivered Meals customer satisfaction with food quality, nutrition and choice is 85 percent. The target for participants who continue to live independently and are more likely to be referred to other services is 91 percent. The target for participants that have stabilized or reduced nutritional risk is 80 percent.
- The Home Delivered Meals program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Virginia Insurance Counseling Assistance Program (VICAP)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Compliance with Federal Outreach Guidelines	N/A	N/A	60%	60%	80%	80%
Cost savings for Medicare beneficiaries	N/A	$87,167	$82,121	$68,619	$79,302	$84,847

- The VICAP performance measurement plan was new for FY 2019. Data above reflects performance for grant year period April 1 - March 31 for each year.
- The FY 2020-FY 2021 increased estimated are based on robust outreach around Medicaid expansion and Commonwealth Coordinated Care Plus (CCC+) helped promote the program and services as well as adding two bilingual volunteers to the team. Federal guidelines establish outreach targets for VICAP programs for contacts in the areas of clients, outreach, enrollment, beneficiaries under 65, and hard to reach populations. The program is currently meeting federal targets for three out of five outreach types, and anticipates meeting four out five in FY 2020 and FY 2021.
- Staff and volunteers track the monies saved by counseling recipients and the method of savings. The decrease in FY 2019 was related to a suspension of tracking for two months due to staff vacancies.

Resource Center

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of requests for information and assistance	4,650	4,663	4,750	N/A	N/A	N/A
Customers in poverty receiving face to face services	502	525	N/A	N/A	N/A	N/A
Completion of case management work within 90 days	99%	97%	97%	94%	98%	98%
Quality of customer experience: clarity of information	98%	98%	97%	90%	95%	95%
Quality of customer experience: wait time	100%	100%	97%	96%	95%	95%
Quality of customer experience: quality interaction with staff	100%	100%	97%	92%	95%	95%
Connection to services: staff meets or exceeds requested service needs	N/A	N/A	94%	82%	85%	88%
Effectiveness of services: clients report they are better off than before services	100%	100%	91%	84%	90%	92%
Number of Individuals Served by Resource Center Staff	1,146	1,104	1,179	1,403	1,455	1,544

- Measures listed that are no longer tracked are indicated above with “N/A” in future years.
- The completion of case management within 90 days decreased in FY 2019 due to more clients served and the complexity of the clients seeking services in the ADRC.

- The decrease in FY 2019 for quality of customer experience: clarity of information is related to varying data collection. In April 2019, the program manager developed a standard operating procedure manual to address the variance.
- The Resource Center performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- The increase in FY 2019 in the number of individuals served by staff can be attributed to a growing older adult population, more outreach to county and community partners, and better tracking of data.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Arlington Area Plan for Aging Services

The Area Plan is supported with Older Americans Act funds, state funds and local funds, as well as reimbursement from the U.S. Department of Agriculture and client contributions.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Administration and Long Term Care Coordination	$345,923	$364,691	$361,980	-1%
Information and Assistance/Customer Service	412,654	412,202	491,725	19%
Homemaker Service	414,515	264,859	218,095	-18%
Home Delivered Meals	266,642	180,340	253,445	41%
Senior Centers with Congregate Meals	72,733	154,853	82,750	-47%
Transportation - Medical and Nutrition	153,365	118,748	94,306	-21%
Long-Term Care Ombudsman	44,029	48,287	50,236	4%
Legal Assistance	430,455	430,455	430,455	-
Money Management	47,238	47,238	49,238	4%
Total Expenditures	2,187,554	2,021,673	2,032,230	1%
Total Revenues	765,644	707,586	711,281	1%
Net Tax Support	**$1,421,910**	**$1,314,087**	**$1,320,950**	**1%**

*In FY 2018-2020, the methodology of the allocation of resources for the Area Plan for Aging Services was modified to reflect a reorganization of business process and actual spending. Depending on the federal and state Area Plan allocations amounts may fluctuate from fiscal year to fiscal year.

**Administration and Long-Term Care Coordination, Information and Assistance/Customer Service, Homemaker Service, Home Delivered Meals (includes state, federal, and local funding), Transportation-Medical and Nutrition (medical appointments and grocery loops), Long-Term Care Ombudsman, and Money Management are reflected across multiple lines of business in the Aging and Disability Services Division in the Department of Human Services. The Senior Centers with Congregate Meals program can be found in the Department of Parks and Recreation. Legal Assistance is funded in Regionals.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

PROGRAM MISSION

To promote the highest level of independence and quality of life of older and vulnerable adults and their caregivers through a wrap around coordinated supportive services model. Strives to improve individuals' health and safety by reducing risks of social isolation, abuse, neglect, and institutionalization.

Adult Social Services

- Provide ongoing case management and supportive services to enable older adults and individuals with disabilities to remain in and be an integral part of the community.
- Prevent unnecessary or premature institutional placements.
- Prevent abuse, neglect, and/or exploitation of older and vulnerable adults.

Adult Protective Services

- Investigate allegations of abuse, neglect, and/or exploitation of older adults and vulnerable adults.
- Develop care plans to implement services to reduce risk and/or eliminate abuse, neglect, and exploitation of older and vulnerable adults.

Nursing Case Management

- Improve or maintain the health status of adults with multiple chronic illnesses and/or disabilities to enable them to remain at home.
- Provide nursing case management, including medication dispensing and coordination of healthcare for eligible adults who lack a sufficient support system and require assistance managing health care needs.
- Prevent unnecessary emergency room visits, hospitalizations, and premature nursing home placements.

Arlington Adult Day Program

- Provide a structured and comprehensive program of day activities including health care monitoring, nursing care and support, medication management, personal care, therapeutic recreation, special therapies, and nutritional guidance to adults with cognitive and/or physical impairments.
- Provide nutritious noontime meal and two snacks.
- Provide respite and support to caregivers of those participating in the day program.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, an increase in temporary staff at the Adult Day Program ($6,000, 0.15 FTE), the transfer in of a Human Services Clinician II ($52,027, 0.5 FTE) from the Agency on Aging, and the transfer in of a Human Services Clinician II ($52,027, 0.5 FTE) from Senior Adult Mental Health. These increases are partially offset by lower retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to the Community Living Home Based Care Program allocation in the Agency on Aging Area Plan ($46,765), a reallocation of non-personnel funds to personnel for temporary staff at the Adult Day Program ($6,000), and internal reallocations within the Aging and Disability Services Division ($6,131). These decreases are partially offset by increases to Sequoia Plaza rent ($30,217) and contractual services ($26,970).

- ↓ Federal Share revenue decreases due to the Virginia Department of Social Services allocation ($6,576) and the Community Living Home Based Care Program ($1,978) as part of the Agency on Aging Area Plan. These decreases are partially offset by an increase for Medicaid Prescreenings ($4,000).
- ↑ State Share revenue increases due to the Virginia Department of Social Services allocation ($4,976) and the Community Living Home Based Care Program ($1,466) as part of the Agency on Aging Area Plan.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,023,915	$3,107,665	$3,286,045	6%
Non-Personnel	2,297,350	2,364,050	2,362,341	-
Intra-County Charges	(80,506)	(74,013)	(74,013)	-
Total Expenditures	5,240,759	5,397,702	5,574,373	3%
Fees	130,353	180,500	180,500	-
Federal Share	1,084,875	1,027,471	1,022,917	-
State Share	248,107	255,823	262,265	3%
Other	5,459	13,000	13,000	-
Total Revenues	1,468,795	1,476,794	1,478,682	-
Net Tax Support	$3,771,964	$3,920,908	$4,095,691	4%
Permanent FTEs	28.75	28.75	29.75	
Temporary FTEs	-	-	0.15	
Total Authorized FTEs	28.75	28.75	29.90	

PERFORMANCE MEASURES

Adult Social Services

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of nursing home and community-based waiver screenings	158	214	209	233	235	240
Percent of cases where monthly/quarterly/annual contact requirements are met	100%	100%	100%	95%	100%	100%
Percent of clients who live in the most independent and least restrictive setting	68%	89%	96%	99%	98%	98%
Percent of nursing home pre-admission screenings that occur within 30 days of referral	73%	95%	99%	100%	95%	98%
Total Adult Services Cases	537	552	612	509	559	614

- The number of nursing home and community-based waiver and pre-admission screenings increased in FY 2017 based on recent trends in screening requests, as well as an internal reorganization to improve scheduling and processing.
- There was an increased demand for services in the percent of nursing home pre-admission screenings that occur within 30 days of referral in FY 2016 which led to a lower percentage being completed within 30 days of referral. In FY 2017, a staff member was dedicated solely for pre-admission screenings, resulting in the FY 2017-FY 2019 increases.
- For percent of cases where monthly/quarterly/annual contact requirements are met, FY 2019 decrease was related to a staff vacancy.
- The increase for percent of clients who live in the most independent and least restrictive setting is attributed to the increase number of screenings by the dedicated staff. More screenings completed will equate to more individuals identified as being able to living independently.
- In FY 2018, the percent of clients who live in the most independent and least restrictive setting was calculated for all clients served. In prior years, this data was available only for clients who received a nursing home pre-admission screening. The increase in FY 2017 is attributed to the increase number of screenings by the dedicated staff. More screenings completed will equate to more individuals identified as being able to living independently.
- For FY 2016 and beyond, the data collection method for the total number of clients needing intensive intervention was changed to only include intensive case type designations. Intensive case designations are those that require one contact (phone or face-to-face) per month with either the client or the client's caregiver. Previously this measure included all encounters.
- The total number of clients served increase from FY 2016 to FY 2018 is due to partnering with Senior Adult Mental Health on complex cases requiring mental health therapy and case management, as well as increased transfers from the Resource Center and Adult Protective Services. In FY 2019, the transition to PeerPlace, transferring active cases, and closing out cases that no longer required active services led to the decrease in the total number of clients served. The FY 2020-FY 2021 estimates are based on past actual caseloads.

Adult Protective Services (APS)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of clients with reduced risk factors after three months of intervention or at case closure	100%	100%	100%	100%	98%	98%

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of clients served	325	308	290	283	305	310
Percent of APS investigations initiated within 24 hours	100%	100%	100%	100%	100%	100%
Timeliness of clinical documentation	N/A	N/A	N/A	71%	90%	90%
Quality of clinical documentation	N/A	N/A	N/A	87%	92%	92%
Percent of initial face-to-face community visits within 5 days	100%	100%	100%	100%	100%	100%
Number/percent of APS investigations substantiated out of total number of investigations	70/ 28%	93/ 39%	94/ 42%	81/ 32%	100/ 40%	110/ 44%
Number accepting services (founded and unfounded)	141	122	135	117	124	126
Number/percent of founded APS investigations: Neglect	48/ 69%	66/ 71%	64/ 68%	68/ 84%	75/ 75%	78/ 75%
Number/percent of founded APS investigations: Abuse	8/ 11%	6/ 7%	9/ 10%	10/ 12%	15/ 15%	15/ 14%
Number/percent founded APS investigations: Exploitation	14/ 20%	21/ 23%	21/ 22%	3/ 4%	10/ 10%	12/ 11%
Number/percent of APS clients found to be abused, neglected or exploited who accept services	61/ 87%	67/ 72%	70/ 74%	65/ 80%	78/ 78%	85/ 78%
Percent of investigations completed within 45 days	100%	100%	100%	100%	95%	100%
Average number of investigations per worker per year	85	80	74	83	75	75
Recidivism: Percent of clients with no prior investigations	86%	84%	85%	92%	92%	95%

- The total number of clients served has decreased since FY 2016 due to fewer incidents reported. The APS team routinely staffs cases to discuss the nature of the allegation, the details of the investigation and findings to support the worker's final disposition.
- The timeliness and quality of documentation measures were implemented in FY 2019 as part of the state’s transition to PeerPlace as the electronic record.
- The decrease in the number of exploitation investigations can be attributed to increased training and collaboration with financial institutions. Furthermore, financial institutions have created specialized fraud units geared specifically to the fraud awareness education and protection of seniors.
- The number/percent of APS clients found to be abused, neglected or exploited who accept services will fluctuate from year to year based on the client choice to accept services or not.
- Recidivism was added to the performance measurement plan in FY 2019. The data will fluctuate based on the number of reported cases and indivuals living is stable environments.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Nursing Case Management and In-Home Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number and percent of patients with hypertension who maintain blood pressure within established norm for the client	68/ 96%	61/ 92%	52/ 91%	42/ 91%	45/ 90%	54/ 90%
Number and percent of clients with medications pre-poured who are adherent to their medication regimen	37/ 98%	46/ 94%	46/ 95%	38/ 95%	45/ 95%	45/ 95%
Number and percent of new clients with fewer ER visits per quarter after admission compared to the quarter before admission	6/ 75%	8/ 80%	8/ 73%	N/A	N/A	N/A
Number and percent of clients maintained in community/aging in place	N/A	107/ 94%	105/ 95%	75/ 95%	80/ 95%	80/ 95%

- While fewer clients are reflected in the number and percent of patients with hypertension, the same percentage of clients had a diagnosis of hypertension in FY 2018 as in FY 2019. The program served more clients in other areas of service and fewer in this particular area.
- The total number of clients receiving adherence interventions decreased in FY 2019. However, team members were not uniformly capturing clients receiving this intervention. The procedure for tracking and monitoring clients has been revised to reflect current business practices.
- Starting in FY 2018, the measure "Number and percent of new clients with fewer ER visits" is no longer tracked and is indicated above with "N/A" in future years.
- Number and percent of clients maintained in the community is a new measure tracked as part of the performance measurement plan. The benchmark for this metric is 95 percent of clients served.
- Nursing Case Management performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Nursing Case Management: Number of persons served	446	439	447	502	500	500
Nursing Case Management: Average all clients served per nurse case manager	27	27	31	27	29	29
Nursing Case Management: Number and percent of new care plans initiated within 10 working days of admission	22/ 100%	25/ 100%	22/ 100%	25/ 100%	22/ 100%	N/A
Nursing Case Management: Number and percent of care plans updated quarterly based on chart reviews	63/ 98%	64/ 100%	64/ 98%	61/ 95%	61/ 95%	N/A
Nursing Case Management: Number and percent of care plans updated quarterly based on chart reviews	70/ 100%	63/ 98%	64/ 100%	64/ 98%	N/A	N/A
Home-Based Community Living Program: Number of persons served and maintained in their home	355	328	315	371	375	375
Home-Based Community Living Program: Percent of clients surveyed who are satisfied with services	99%	94%	94%	93%	95%	95%

- The increase in clients served in FY 2019 was due to an increase in the number of clients assessed for the Community Living Program. The program estimates continuing to serve over 500 clients per year due to increased Community Living Program assessments and a continuing increase in CCC+ Waiver Program screenings.
- Nursing Case Management: Average all clients served per nurse was added to the performance plan for FY 2017. The program has historically tracked this measure internally. The increase in FY 2017 to FY 2018 is attributed to a vacancy in the program that required a division of the workload among fewer nurses. In FY 2019, the vacancy was filled and caseloads normalized.
- In FY 2017 the name of the Home-Based Cluster Care Program was changed to the Home-Based Community Living Program. In FY 2017 and FY 2018, the number of persons served by this program decreased due to fewer referrals for services received. However, the persons served had higher needs for services.
- In FY 2019, the Nursing Case Management program completed the procurement process for new vendors for the community living home based care services. The estimates for FY 2020 and FY 2021 the number of persons served and maintained in their homes is projected to increase due the utilization of two vendors.
- The timely completion of financial contracts is a new measure for FY 2020 and will be tracked going forward.
- Measures listed that are no longer tracked are indicated above with "N/A" in future years.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Volunteer Guardianship and Personal Advocate Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of DHS clients in the Volunteer Guardianship Program with a founded Adult Protective Services case	0	0	0	0	0	0
Guardian/Conservator Reports (court appointed)	430	426	465	456	460	463

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of DHS clients with a volunteer guardian	34	38	42	40	45	50
Number of guardianship petitions initiated by DHS and successfully appointed	11	14	16	18	20	22
Number of volunteer guardians who participate in the program	37	37	40	39	43	46

- In FY 2017 and FY 2019, the performance measures for the Volunteer Guardianship Program were updated to more accurately reflect the scope and impact of the program.
- In FY 2016, the number of guardianship petitions initiated by DHS was added to provide insight into the number of guardianship petitions initiated by DHS. This measure reflects the guardianship and/or conservatorship petitions filed by DHS in which a guardian and/or conservator was successfully appointed.
- The number of volunteer guardians who participate in the program includes attorneys serving clients pro bono. From year to year, volunteer guardian participation fluctuates due to attrition and recruitment of new volunteers.

Adult Day Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of caregivers and case managers who report that that participants' quality of life has improved	93%	100%	100%	100%	93%	93%
Percent of family members who report that their quality of life has improved since the participant enrolled in the program	100%	100%	92%	90%	93%	93%

- Caregiver satisfaction remains strong. While two caregivers indicated that they had not experienced improvement in their own quality of life, their feedback in the narrative section of the survey was positive. The survey for next year will give an option to state why their quality of life has not improved or what the program could have done better.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total unduplicated number of participants	56	55	58	60	56	56
Average daily attendance	19	21	21	22	21	21
Average monthly census	34	38	39	40	37	38
Utilization rate (client days attended/capacity)	76%	84%	88%	92%	88%	88%
Compliance with state licensing requirements: Length of license received/maximum length possible	3/3	3/3	3/3	3/3	3/3	3/3
Adherence to activity requirements	N/A	96%	96%	96%	93%	93%

- The utilization rate was changed to reflect a change in daily capacity in FY 2019, from 25 to 24, resulting in a higher utilization rate in FY 2019. Average daily attendance, monthly census, and utilization rate are impacted by clients with high acuities who miss days more frequently due to illness, hospitalizations, medical appointments, and inclement weather.
- Adherence to activity measure started tracking in FY 2017, but was not added to the performance management plan until FY 2019.
- This program has a performance measurement plan. The data above align with this plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

SENIOR ADULT MENTAL HEALTH SERVICES

PROGRAM MISSION

To promote and enhance the independent living of individuals 60 and older with a mental illness and individuals 18 and older with an intellectual or developmental disability and mental health needs.

Senior Adult Mental Health Program

- Prevent premature institutionalization and maximize the quality of life for older adults with serious mental illness.
- Provide multi-disciplinary psychiatric services to older adults with serious mental illness.
- Provide mental health services to adults with intellectual and developmental disabilities and mental health needs.
- Provide in-home mental health services to older adults unable to come into the office for traditional mental health services due to physical, cognitive, or emotional impairments.

Regional Older Adult Facilities Mental Health Support Team (RAFT)

- Reduce state hospitalizations for residents of Northern Virginia age 65 years and older who have serious mental illness and/or dementia with behavioral problems.
- Provide intensive mental health treatment in long-term care facilities.

Mary Marshall Assisted Living Residence

- Provide assisted living housing and services for low-income older adults with serious mental illness and disabilities. Mary Marshall is operated in partnership with Volunteers of America (VOA) and is funded by a combination of client private payments, Auxiliary Grants, and Housing Choice Vouchers.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to adjustments to reflect actual salaries, employee benefit elections, lower retirement contributions based on current actuarial projections, and a transfer of a Human Services Clinician II ($52,027, 0.5 FTE) to the Community Services and Coordination Services Bureau. These decreases are partially offset by employee salary increases and an increase in the County’s cost for employee health insurance.

↑ Non-personnel increases due to Sequoia Plaza rent ($7,158), contractual services ($79,456), Unrestricted State Funding for Geriatric Mental Health ($35,000), and a transfer in from the Behavioral Health Division for the RAFT Program for Discharge Planning ($179,690), partially offset by a reduction to RAFT non-personnel ($10,401) for personnel increases.

↑ State share revenue increases due to a transfer in from the Behavioral Health Division for the RAFT Program for Discharge Assistance Planning ($179,690) and Unrestricted State Funding for Geriatric Mental Health ($35,000).

↑ Fees revenue increases due to collections of Medicaid fees to match prior year actuals ($9,000) and an annual three percent increase to the allocation of the rent receipts for the Cherrydale Health and Rehabilitation Center ($3,913).

SENIOR ADULT MENTAL HEALTH SERVICES

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,498,386	$1,628,088	$1,600,980	-2%
Non-Personnel	3,983,667	3,802,955	4,093,858	8%
Total Expenditures	5,482,053	5,431,043	5,694,838	5%
Fees	254,359	187,002	196,002	5%
Federal Share	510,605	510,608	510,608	-
State Share	1,294,437	1,269,051	1,483,741	17%
Other	126,704	130,420	134,333	3%
Total Revenues	2,186,105	2,097,081	2,324,684	11%
Net Tax Support	$3,295,949	$3,333,962	$3,370,154	1%
Permanent FTEs	14.50	15.00	14.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.50	15.00	14.50	

PERFORMANCE MEASURES

Senior Adult Mental Health Program (SAMH)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of adults served	258	200	280	314	325	340
Total number of persons receiving case management and mental health therapy	191	148	170	195	218	241

- The FY 2017-2019 actual increases and FY 2020 and FY 2021 estimates are based on an expected shift of some clients from the Behavioral Health Division to the Senior Adult Mental Health Program, the implementation of Same Day Access for mental health services, and referrals.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of home visits per year	520	573	1,001	1,040	1,080	1,100
Percent of charts that meet quality documentation requirements	N/A	N/A	86%	79%	90%	90%
Percent of client's meeting quality of life target of good or very good	58%	56%	67%	N/A	N/A	N/A
Percent of older adults remaining in the community	98%	99%	97%	96%	98%	98%
Percent of progress notes that are entered within one business day	93%	93%	92%	90%	90%	90%

- The number of home visits per year has increased since FY 2017 due to the natural aging of our client population, an increase in the number of clients served, a loss of mobility by current and onboarding clients, and a Permanent Supportive Housing client population, who require home visits each quarter.
- In FY 2018, the program introduced a new procedure for measuring the quality of documentation requirements. DHS considers 90 percent quality documentation as meeting expectations.
- Starting in FY 2019, the quality of life measure was discontinued and replaced with the Daily Living Activities (DLA-20) assessment, as required by the Commonwealth of Virginia.
- "Clients maintained in the community" are defined as SAMH clients who remain open to the program (including those with short-term psychiatric hospitalizations who return to the program) or individuals who are discharged to the community after mental health symptoms are stabilized.
- Percent of older adult treatment cases not psychiatrically hospitalized is now indicated as "N/A" because SAMH has discontinued tracking this measure.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Regional Older Adult Facilities Mental Health Support Team (RAFT)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of clients maintained in the community after discharge or diversion from psychiatric hospitalization	100%	100%	100%	98%	98%	98%

- The decrease for the percent of clients maintained in the community is attributed to one RAFT client who required a long-term hospitalization at a state facility or needed a hospital stay utilizing Local Inpatient Purchase of Service (LIPOS) funding in FY 2019.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of clients served (RAFT)	61	63	76	82	82	82
Percent of clients and family members satisfied with services	100%	98%	99%	100%	98%	98%
Percent of professional partners satisfied with services	98%	98%	97%	99%	98%	98%
Percent of progress notes entered in a business day	92%	97%	96%	94%	90%	90%
Effectiveness of training: percent of professionals trained who report improved ability to work with behavioral challenges	N/A	100%	100%	100%	90%	90%

- There was an increase in clients served during FY 2018 due to a focus on referrals and placements. The program experiences client turnover among clients for reasons such as client death and moving to facilities not served by RAFT. Individuals served includes those individuals in placement and also those on the referral list. RAFT anticipates a continued need for services with more individuals being discharged from state psychiatric facilities.
- Referrals from Fairfax County significantly increased from two in FY 2018 to 12 in FY 2019 and were highest among Alexandria, Arlington, Loudoun and Prince William counties.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mary Marshall Assisted Living Residence

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Mary Marshall Average Monthly Census	52	52	52	52	52	52

- The Mary Marshall Assisted Living Residence, which opened in November 2011, is a 52-bed facility that provides supportive housing with assisted living services to low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities.

DEVELOPMENTAL DISABILITY SERVICES

PROGRAM MISSION

Safeguard and protect children and adults with intellectual and developmental disabilities while optimizing their functioning and independence.

Support Coordination

- Helps individuals access services that are available, based on individual needs and preferences.
- Assesses and monitors services.
- Advocates for individuals in response to changing needs.
- Reimburses eligible families for disability-related expenses for which there is no alternative funding.

Supported Employment and Habilitation

- Provides employment opportunities and job coaching to improve social, personal, and work-related skills.
- Provides life-skills training, and social and leisure activities for self-care, task learning, and community integration.

Transportation

- Provides transportation between home and employment sites or habilitation programs, for persons unable to safely use public transportation, and who have no other transportation options.

Residential Services

- Provides intensive residential services in group homes, including training and assistance in basic daily living skills.
- Provides residential services for those living in private homes and apartments.
- Provides respite care to relieve primary caregivers.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to an addition of Developmental Disability Specialist II position ($92,484, 1.0 FTE), a reallocation from non-personnel to personnel for Work By Others ($6,000) for client attendance at the Adult Day Program, employee salary increases, and an increase in the County’s cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual services ($112,044), Sequoia Plaza rent increase ($13,283), and an increase for the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($44,122). These increases are partially offset by internal reallocations within the Aging & Disability Services Division ($5,301).
- ↑ Fee revenue increases due to case management fees related to the addition of Developmental disability Specialist position ($80,000).
- ↑ State share revenue increases due to the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($44,122).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,465,211	$2,484,376	$2,627,197	6%
Non-Personnel	6,029,864	6,460,668	6,624,817	3%
Intra-County Charges	(49,024)	(56,350)	(56,350)	-
Total Expenditures	8,446,051	8,888,694	9,195,664	3%
Fees	796,001	787,994	867,994	10%
State Share	797,870	788,990	833,112	6%
Total Revenues	1,593,871	1,576,984	1,701,106	8%
Net Tax Support	$6,852,180	$7,311,710	$7,494,558	3%
Permanent FTEs	22.50	22.50	23.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	22.50	22.50	23.50	

PERFORMANCE MEASURES

Support Coordination

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of individuals in competitive, integrated employment	N/A	N/A	14%	26%	31%	31%
Percent of individuals maintained in non-institutional community settings	N/A	N/A	443/ 94%	465/ 94%	459/ 95%	459/ 95%
Percent of individuals who had an annual conversation regarding community-based employment	174/ 94%	163/ 96%	173/ 97%	187/ 94%	207/ 98%	207/ 98%
Percent of individuals who were employed or working toward employment	76/ 93%	69/ 92%	N/A	N/A	N/A	N/A

- Starting in FY 2016 three measures were removed from the Support Coordination performance plan: 1) Percent of individuals receiving services in the least restrictive environment: active cases; 2) Percent of individuals whose services were implemented as planned: active cases; and 3) Number of adults receiving ID services who are found to have been abused, neglected, or exploited. The program added two performance measures in FY 2016: 1) Percent of individuals who had an annual conversation regarding community-based employment; and 2) Percent of individuals who were employed or working toward employment. These changes to the measures reflect the program's alignment with state priorities.
- The percent of individuals who had an annual conversation regarding community-based employment individuals decreased in FY 2019 due to more individuals falling into the transition phase (ages 16-22) and still in school. Therefore, employment conversations were

not as emphasized. Conversations are expected to increase in FY 2020 and FY 2021 due to more emphasis during Support Coordination contacts.

- Two new measures were added in FY 2018: Individuals maintained in non-institutional community settings and Individuals in competitive, integrated employment. Individuals maintained in the community is expected to increase in FY 2020 is due to the individuals being discharged from Virginia Training Centers and more Arlington clients returning to the community.
- The increase in competitive, integrated employment in FY 2019 and beyond is related to the addition of a tracking subunit targeting individuals without paid job supports, mid-way through FY 2019. Previously, only individuals receiving paid job supports (i.e., job coaching) were tracked. Additionally, staff completed the state's customized employment training resulting in more tailored efforts toward integrated employment and more clients choosing an employment option.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of individuals served	485	458	471	496	529	562
Subset: Number of active individuals	218	235	244	253	271	288
Subset: Number of monitored individuals	267	223	227	243	258	274
Subset: Number of Arlington-based individuals residing in state institutions	5	5	5	4	3	3
Number and percent of family members responding to a survey who expressed satisfaction with support coordination services	51/91%	58/91%	69/89%	63/94%	63/90%	63/90%
Number and percent of mandatory face-to-face 30 and 90 day contacts completed on time: active cases	1,130/ 98%	1,343/ 98%	1,517/ 95%	660/93%; 668/94%	712/95%; 694/95%	712/95%; 694/95%
Number of assessments and evaluations	56	44	64	65	70	75

- The increases in number of individuals served assume that one-third of all applicants will be found eligible and begin receiving services. The FY 2020-2021 estimates are projected to increase due to Community Services Boards now functioning as the front door for all intake services.
- In FY 2013, a settlement agreement between the Commonwealth and United States Department of Justice included plans to close state institutions. This action moved individuals from monitored status to active support coordination as they leave state institutions and return to the Arlington community, increasing requirements for support coordination client visits and documentation. This is reflected in the actuals listed above, as well as FY 2020 and FY 2021 estimates for all critical and supporting measures.
- The number of mandatory face-to-face contacts increase in FY 2017 was attributed to more individuals who required a 30 day contact. This occurs when clients experience a significant status change (medications, discharges from facilities, or hospitalizations). Additionally, the overall increase in the number of clients served in active status will generate more face-to-face contacts. In FY 2019, the bureau began separating out the data for 30 and 90 day contacts. The decrease in FY 2019 is related to individuals being out of state during scheduled contact period and some individuals temporarily institutionalized for a period of time.

- Support Coordination performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Supported Employment and Habilitation

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average hourly earnings: Supported employment group models	$9.50	$8.94	$9.19	$9.50	$9.52	$9.52
Average hourly earnings: Supported employment individual models	$12.28	$10.84	$11.30	$12.57	$12.59	$12.60

- Hourly earning rates can vary for group and individual models from year to year. This is attributed to individuals being new to their jobs, types of jobs obtained, and overall years of work experience.
- In FY 2017 the decrease in hourly wage in both group and individual models is due to a higher response rate from contracted providers when asked to report hourly wages for the individuals served. The FY 2018-2019 hourly wages for the group and individual models increase because most individuals were paid minimum hourly wage and obtained higher paying jobs in the community.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients served: Habilitation services	146	148	156	160	163	166
Clients served: Supported employment group	41	41	42	39	37	37
Clients Served: Supported employment individual	29	26	28	27	28	29
Percent of clients responding to a survey who rated habilitation and supported employment services received as satisfactory or better	96%	95%	97%	98%	97%	98%
Percent responding to a survey rating transportation service received as satisfactory or better	97%	94%	96%	98%	97%	97%

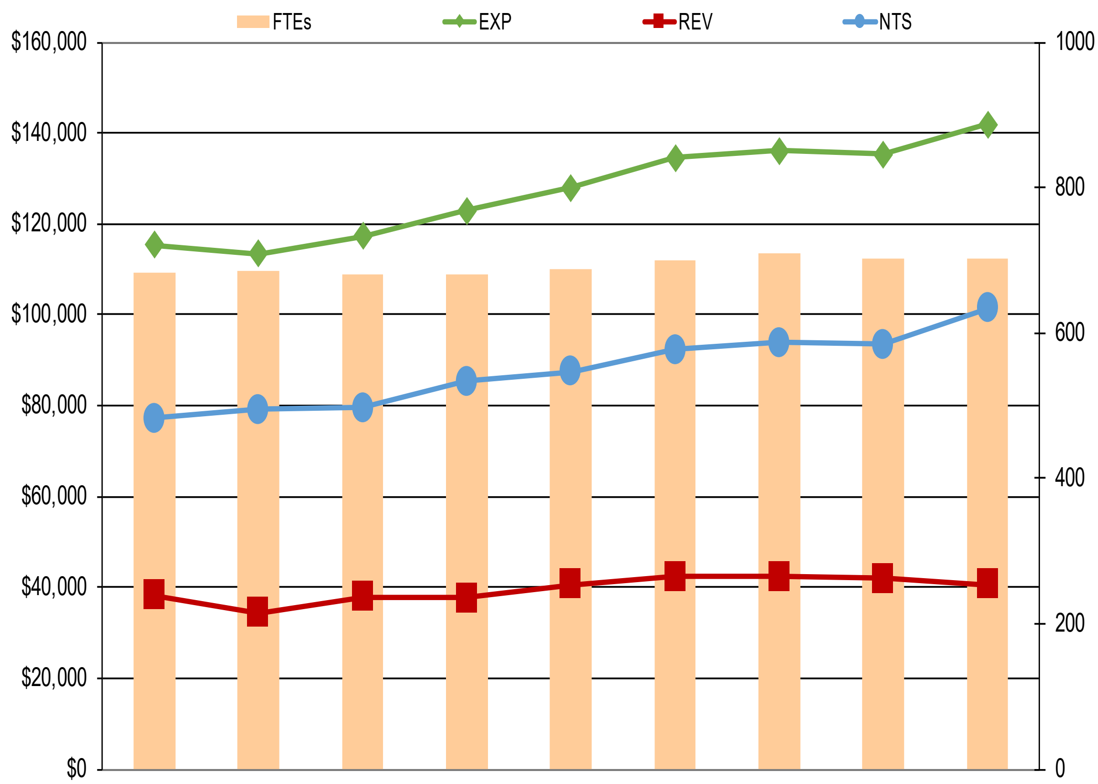
- The key drivers of clients served include client's choice of program upon admission, converting to another type of program based on client choice, as well as coordinating and planning with Arlington Public Schools for the graduates entering the community. Additionally, the State revised criteria for a more restrictive definition of what constitutes group supported employment and without other options present (individual employment or day programs), regular attrition is expected.

Residential Services

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Clients served: Intensive congregate	91	89	83	83	83	83
Clients served: In-home supports	26	34	26	27	27	27
Clients served: Respite care	5	2	5	3	5	5
Clients served: Supervised congregate	25	24	23	22	21	21
Percent of consumers/advocates surveyed rating services as satisfactory or better	94%	91%	95%	89%	95%	95%

- The decreases for FY 2017-2018 for the intensive congregate program are the result of incentivizing providers (under the new Waiver Redesign) to support individuals in smaller homes/settings.
- Clients served by respite care will vary from fiscal year to fiscal year based on client needs and unit availability.
- The percent of consumers/advocates satisfied decreased from FY 2018 to FY 2019 due to a decrease in the number of respondents to the survey, leading to a smaller sample size.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Adopted Budget
EXP	$115,347	$113,480	$117,358	$122,965	$127,949	$134,525	$136,105	$135,257	$141,975	$147,612
REV	$38,166	$34,337	$37,826	$37,653	$40,559	$42,234	$42,322	$41,857	$40,539	$42,234
NTS	$77,181	$79,143	$79,532	$85,312	$87,390	$92,291	$93,783	$93,400	$101,436	$105,378
FTEs	683.09	685.84	680.54	681.54	688.79	700.82	709.02	702.62	701.87	715.62

Fiscal Year	Description	FTEs
FY 2012	▪ Increased rent for services relocated from 3033 Wilson Boulevard to Sequoia Plaza ($1,373,661).	
	▪ Additional safety net funds were appropriated in the areas of rental subsidies and general relief ($1,259,832).	
	▪ Contractually obligated increases ($52,893) combined with reductions associated with the move to Sequoia in the areas of service costs ($117,244) and lower electricity costs ($266,357) were realized in the base budget.	
	▪ Transfer of a position in the School Health Clinics back to Arlington Public Schools ($116,032).	(1.0)
	▪ The County Board added funding to serve children with serious emotional, mental, and substance abuse issues ($327,003).	4.0
	▪ The County Board added funding for a Mental Health Therapist in the jail ($80,000).	1.0
	▪ The County Board added funding for mental health and substance abuse vocational services (one-time $100,000).	
	▪ The County Board added ongoing funding for Doorways shelter funding gap ($163,054).	
	▪ The County Board added funding for Aging Services Vertical Village Concierge pilot program (one-time $30,000 to cover two years).	
	▪ The County Board added funding for pilot program to combat adolescent substance abuse (one-time $130,000 to cover two years).	
	▪ The County Board added funding for safety net programs, including $224,561 for housing grants in addition to the FY 2011 base (one-time funding), additional funding for emergency housing needs ($200,000 one-time) and pilot for homeless single adults ($50,000 one-time), support for A-Span outreach worker ($70,000), and support for the Healthy Families Program Restoration ($59,000).	
	▪ The County Board added funding for development grant for Arlington Free Clinic (one-time $40,000 to cover two years).	
	▪ The County Board added funding for primary care/behavioral healthcare integration for Alexandria Neighborhood Health Systems Inc (one-time $40,000 to cover two years).	
	▪ Increased grant funded position to support jail diversion for individuals identified with mental health issues.	1.0
	▪ Transferred position from Section 8 fund to Department of Human Services General Fund.	0.80
	▪ Transfer of one FTE in School Health Clinics to the Arlington Public Schools.	(1.0)
FY 2013	▪ The County Board added ongoing funding for Permanent Supportive Housing ($248,064).	
	▪ The County Board added one-time funding for the Homeless Prevention and Rapid Re-Housing Program ($200,000).	
	▪ The County Board added one-time funding for a second year of the	

Fiscal Year	Description	FTEs
	housing grants pilot for singles program ($50,000).	
	▪ The County Board added ongoing funding for an additional 0.5 FTE psychiatrist for children ($97,500, 0.5 FTE).	0.50
	▪ The County Board added ongoing funding for an additional 1.0 FTE to develop and conduct an independent living program for young adults ($70,000, 1.0 FTE).	1.0
	▪ The County Board added one-time funding of $66,000 and ongoing funding of $100,000 for the Job Avenue program for supported employment and education, to be allocated between mental health, substance abuse and young adult services.	
	▪ The County Board added ongoing funding to add 0.5 FTE to the existing 0.5 FTE behavioral health recovery manager ($40,000, 0.5 FTE) transitioning this position to a 1.0 FTE.	0.50
	▪ The County Board added ongoing funding for additional hours for a public health nurse ($37,775, 0.5 FTE) at Carlin Springs Elementary School to bring the position to full-time.	0.50
	▪ The County Board added ongoing funding for additional hours for a mental health therapist at Carlin Springs Elementary School ($41,225, 0.5 FTE) to bring the position to full-time.	0.50
	▪ The County Board added one-time funding for Alexandria Neighborhood Health Services, Inc. in the amount of ($40,000).	
	▪ The County Board added one-time funding for the Arlington Free Clinic ($58,500).	
	▪ The County Board added one-time safety net funding for the Arlington Food Assistance Center ($66,000).	
	▪ The County Board added one-time safety net funding for Arlingtonians Meeting Emergency Needs ($50,000).	
	▪ The County Board added ongoing funding for the Culpepper Garden Senior Center ($30,000).	
	▪ The County Board added one-time funding to the Arlington Street People's Assistance Network ($100,000).	
	▪ The County Board allocated one-time funding for housing grants ($2,226,709).	
	▪ Increased non-personnel for a full year of funding for operating costs of the Mary Marshall Assisted Living Residence ($402,124).	
	▪ Increased rent costs for Sequoia Plaza ($488,407).	
	▪ Added ongoing funding for transportation services for adults with intellectual disabilities ($99,046).	
	▪ Reduced intra-County rent charged to the department for several buildings ($127,229).	
	▪ Eliminated FY 2012 one-time funding for a variety of projects ($740,431).	
	▪ Due to a decrease in Community Development Block Grant (CDBG) funds, replaced lost CDBG funding with local funding for two Employment Specialist positions ($177,342). One position funded with ongoing funds,	

Fiscal Year	Description	FTEs
	and one with one-time funds to allow a transition period.	
	▪ Revenue decrease in the Virginia Department of Health (VDH) mandated restaurant application fee from $285 to $40 annually ($177,500).	
	▪ Elimination of 0.50 FTE previously funded by a Sexual Assault Grant that was not renewed.	(0.50)
	▪ Increase of 0.25 FTE funded by a federal Drug Free Communities grant.	0.25
	▪ The County Board added ongoing funding for Job Avenue ($66,000).	
FY 2014	▪ The County Board added ongoing funding for intellectual disability and mental health case management ($260,000).	3.0
	▪ The County Board added ongoing funding for a mental health emergency services therapist ($85,000).	1.0
	▪ The County Board added ongoing funding for nursing services to mental health group homes as well as outpatient nursing care for children ($149,000).	
	▪ The County Board added ongoing funding for Permanent Supportive Housing ($388,850).	
	▪ The County Board added ongoing funding for residential substance abuse treatment ($50,000).	
	▪ The County Board added one-time funding for a capacity building grant to the Bonder and Amanda Johnson contract serving the Nauck community ($10,000).	
	▪ The County Board added one-time funding for the 2nd Chance Program ($90,000) to be utilized over two years.	
	▪ The County Board added one-time funding for Culpepper Gardens Senior Center ($400,000) to be utilized over three years.	
	▪ The County Board added one-time funding for the Arlington Food Assistance Center ($25,870).	
	▪ The County Board added one-time funding for Arlingtonians Meeting Emergency Needs ($50,000).	
	▪ The County Board added one-time funding for the Arlington Free Clinic ($50,000).	
	▪ The County Board added one-time funding for the Arlington Street People's Assistance Network for a case manager for the 100 Homes Program ($50,000).	
	▪ The County Board added one-time funding for Doorways for Women ($54,000).	
	▪ The County Board added one-time funding for the Vertical Village program ($15,000).	
	▪ Added an Administrative Assistant ($46,887) and a Human Services Aide ($54,949) as well as operating expenses ($298,164) for the integrated primary care-behavioral healthcare partnership grant.	2.0

Fiscal Year	Description	FTEs
	■ Added non-personnel costs ($9,967), an Employment Services Specialist ($77,191) and a Social Worker ($83,326) for the Arlington Mill Community Center.	2.0
	■ Eliminated grant funded Management Specialist ($92,674) from the RAFT program.	(1.0)
	■ Eliminated state funding for the Child Care Subsidy Payment system, which was transferred back to the state from the County ($2,969,150).	
	■ Eliminated Defense Base Closure and Realignment (BRAC) center funding ($167,025).	
	■ Eliminated FY 2013 one-time funding for a variety of projects ($2,957,209).	
	■ Eliminated Virginia Tobacco Grant funding ($175,414).	
	■ Increase operating expenses for the Parent-Infant Education (PIE) Program ($174,000).	
	■ Increased rent costs for Sequoia Plaza ($174,684).	
	■ Increased one-time funding for housing grants ($1,586,493), Homeless Prevention and Rapid Re-Housing Program (HPRP) ($200,000) and ongoing funding for vocational services for adults with intellectual disabilities ($175,000).	
	■ Intra-County Charges increased due to transfer of administrative fee payment for the RAFT program ($47,250), Northern Virginia Family Services rent at Arlington Mill Community Center ($39,920) and reimbursement for two positions in Public Health ($31,438).	
	■ Reduced consulting costs for training ($20,000).	
	■ Hold a Management Specialist and an Accounting Assistant position vacant for six months ($58,383).	
	■ Eliminated one Management Specialist position ($87,276) from the Volunteer Arlington Program.	(1.0)
	■ Hold an Eligibility Worker position vacant for six months ($38,890).	
	■ Eliminated one Human Service Aide ($78,548) from Public Assistance Division.	(1.0)
	■ Reduced local day care funding for teen parents and families ($100,000).	
	■ Eliminated two Administrative Technicians ($110,607) from the Fenwick Center.	(2.0)
	■ Hold a Public Health Nurse position, a Clinic Aide position, and an Environmental Health Specialist position vacant for six months ($141,573).	
	■ Eliminated one Epidemiology Specialist ($40,394) from Community Health Services.	(0.50)
	■ Eliminated two Public Health Nurses ($179,622) providing community-based medical case management services.	(2.0)
	■ Eliminated one Public Health Nurse ($103,651) providing health education to teens at the Reed Center/Career Center who are pregnant or have	(1.0)

Fiscal Year	Description	FTEs
	children.	
	▪ Eliminated one Public Health Nurse ($108,067) and one Clinic Aide ($63,052) providing on-site health screening and immunizations for non-English speaking children.	(2.0)
	▪ Eliminated two Public Health Nurses ($193,282) providing services to Arlington Public elementary schools.	(2.0)
	▪ Hold a Psychiatric Nurse position vacant for six months ($44,013).	
	▪ Reduced funding for contracted sheltered employment workshop services for seriously mental ill adults ($32,000).	
	▪ Eliminated one Substance Abuse Lead Case Manager ($125,983) providing supervision to case managers and substance abuse services at residential facilities and homeless shelters.	(0.80)
	▪ Hold a Social Worker position vacant for six months ($38,521).	
	▪ Hold a Management Specialist position vacant for six months ($58,716).	
	▪ Reduced funding for community care program that links private homeowners with seniors who need residential and personal care services ($14,061).	
	▪ Reduced contracted home health aide services for seniors and adults with disabilities ($50,000).	
	▪ The County Board added ongoing funding for the Arlington Free Clinic ($75,000).	
FY 2015	▪ The County Board added one-time funding to establish the domestic and sexual violence hotline ($52,000), start up costs for Arlington Villages ($30,000), and Food for Others ($21,551).	
	▪ The County Board shifted funding from ongoing to one-time for the Homeless Prevention and Rapid Re-Housing Program (HPRP) ($200,000) and Housing Grants ($1,000,000).	
	▪ The County Board added one-time funding for the Crisis Intervention Team (CIT) Coordinator ($72,606).	1.0
	▪ The County Board added ongoing funding for a Clinic Aide ($66,614) for the Career Center/H-B Woodlawn.	1.0
	▪ Eliminated a grant-funded Administrative Coordinator position from the Behavioral Healthcare Division ($72,231).	(1.0)
	▪ Added $500,000 in one-time funding from FY 2013 closeout for Housing Grants.	
	▪ Increased non-personnel for the new Crisis Intervention Team Grant ($281,000), Crisis Stabilization Grant ($825,000), Child Advocacy Center Grant ($47,822), Parent-Infant Education Program (PIE) ($318,181), and Sequoia Plaza rent ($182,134).	
	▪ The addition of pro-rated expenses for the first year of operations of the Comprehensive Homeless Services Center ($708,488).	

Fiscal Year	Description	FTEs
	▪ Added funding for leadership development ($22,500 ongoing; $75,000 one-time) and ongoing funding for the Bonder and Amanda Johnson program ($79,253).	
	▪ Intra-County charges decrease due to the elimination of the Resource Mother's Program in the Public Health Division ($42,789).	
	▪ Eliminated state funding for the Comprehensive Health Investment Project (CHIP) ($126,109).	
	▪ Reduced federal funding for the Refugee Assistance Program ($30,000).	
	▪ Eliminated Family Planning Grant ($45,954).	
	▪ Increased grant funding for Crisis Stabilization ($825,000) and the Parent and Infant Education (PIE) Program ($318,181), and a net increase in grant funding for the Crisis Intervention Center ($209,750).	
	▪ Increased fees for Nursing Case Management ($13,000).	
	▪ Reductions were taken in a number of lines of business and reallocated within DHS for new or expanded program offerings: Doorways for Women and Families Program ($54,200), client management software ($103,000), non-profit partner organizations ($147,088), and contractual costs for Psychiatrists ($33,916).	
	▪ Removed FY 2014 one-time funding for HPRP ($200,000), Housing Grants ($86,493), Second Chance Program ($90,000), the Bonder and Amanda Johnson Contract ($89,253), Culpepper Gardens ($400,000), ASPAN Homeless Case Manager ($50,000), Doorways for Women and Families ($54,000), Arlington Free Clinic ($50,000), AFAC ($25,870), Arlington Thrive ($50,000), Food for Others ($21,551), and Vertical Village ($15,000).	
	▪ The County Board added a Mental Health Therapist for Jail Based Services ($85,339).	1.0
FY 2016	▪ The County Board added a Psychiatric Nurse Practitioner ($67,672).	0.50
	▪ The County Board reduced CSA matching funds ($300,000).	
	▪ The County Board shifted funding from ongoing to one-time for the Housing Grants program ($1,500,000).	
	▪ Replaced one-time funding with ongoing for the Crisis Intervention Team (CIT) Coordinator ($74,746).	1.0
	▪ Added Mental Health Therapists for the Homeless Services Center and emergency mental health services ($216,894).	2.5
	▪ Clinic Aide ($52,887) and a Public Health Nurse ($44,607) for the new Discovery Elementary School.	1.25
	▪ Added grant funded Eligibility Workers ($128,072) for state funded programs.	2.0
	▪ Removed one-time funding for the Crisis Intervention Team (CIT) Coordinator ($72,606).	(1.0)
	▪ Removed FY 2015 one-time funding for leadership development ($75,000), the Arlington Villages project ($30,000), and the Food for Others contract ($21,551).	

Fiscal Year	Description	FTEs
	▪ Added one-time funding for the Housing Grants program ($1,500,000) to replace the FY 2015 one-time funding that was dedicated during the FY 2014 closeout process.	
	▪ Added one-time funding for the replacement of the County's antibiotics cache ($50,000).	
	▪ Added ongoing funding for the domestic and sexual violence hotline ($85,000).	
	▪ Added ongoing funding for the Homeless Prevention and Rapid Re-Housing Program (HPRP) ($200,000).	
	▪ Increased grant funding for Women, Infants, and Children (WIC) Program ($116,990), CSB Substance Abuse Prevention grant ($172,614), Residential Drug Abuse Program (RDAP) funding ($462,262), Title IV-E Adoption Subsidy ($247,076), and Promoting Safe and Stable Families Grant ($60,513).	
	▪ Added additional ongoing funding for the Arlington Food Assistance Center (AFAC) ($135,000).	
	▪ Increased rent for Sequoia Plaza and Gates of Ballston ($200,043).	
	▪ Added ongoing funding for the cost of the consolidation of DHS offices to the Sequoia Plaza complex ($1,661,234).	
	▪ Added funding for a full-year of expenses for the first year of operations of the comprehensive Homeless Services Center ($413,950).	
	▪ Increased funding for the Home Delivered Meal Program and Culpepper Garden ($10,774).	
	▪ Intra-County charges increase due to the number clients participating in the Intellectual and Developmental Disability Program ($41,038).	
	▪ Eliminated funding for operating expenses to senior programs ($100,000), and a net decrease for several state and federally sponsored programs ($709,522).	
	▪ Eliminated funding for the Drug Free Communities Grant ($198,887), state and federal homelessness prevention grants ($339,675), and the VIEW and Project Discovery Programs ($49,985).	
	▪ Revenues increased for Women, Infants, and Children (WIC) Program ($116,990), CSB Drug Prevention Program ($172,614), Residential Drug Abuse Program (RDAP) ($462,262), IV-E Adoption ($123,538), and the departmental managed care initiative ($224,487).	
	▪ *The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by $0.25. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase approved by the Board in June. As part of that action, the County Board appropriated one-time funding from PAYG to fund NOVASalud ($25,000).*	
	▪ *The County Board added four County-funded FTEs to serve as Peer Counselors ($286,000). This includes three existing grant-funded Peer Counselors and a fourth Youth Peer Counselor beginning in January 2017.*	*4.0*

Fiscal Year	Description	FTEs
FY 2017	▪ The County Board added hours to 20 School Health Clinic Aide positions in order to accommodate increasing school enrollment and clinic visits by students with chronic health conditions ($142,836). The increase will raise the hours for 20 clinic aides from 30 hours per week to 35 for the ten month school year.	2.4
	▪ The County Board shifted funding for Housing Grants added during the proposed budget process from one-time to ongoing funds ($600,000) resulting in $6,513,507 in total ongoing funding and $3,164,248 remaining in one-time funding for FY 2017. The total funding for Housing Grants in the FY 2017 adopted budget is $9,677,755.	
	▪ Added a Human Services Specialist and Mental Health Therapist for the CIT Assessment Site Expansion Grant ($173,972)	2.0
	▪ Transferred the Community Corrections Unit from the County Manager's Office to the Economic Independence Division of DHS.	4.0
	▪ Decreased positions due to staffing efficiencies gained through reallocation and reclassification of existing positions.	(0.37)
	▪ The County Board added ongoing funding for Culpepper Gardens ($107,930).	
	▪ The County Board added one-time funding for the Arlington Food Assistance Center ($50,000).	
	▪ Added ongoing funding for increased rent ($998,287) and contracted services ($527,710) associated with the Sequoia Plaza Complex.	
	▪ Removed one-time funding for the replacement of the County's antibiotics cache ($50,000).	
	▪ Removed one-time funding NOVA Salud ($25,000). The non-profit will continued to be funded in FY 2017 with reallocated base budget funds.	
	▪ Revenue increased for Medicaid/Medicare and Direct Client Fees ($805,037), the Mobile Children's Crisis Stabilization Allocation Program ($414,117), PIE Program ($145,878), and increased funding for Virginia Department of Social Services Programs ($138,198). The increases are offset by decreases to Substance Abuse and Mental Health Programs ($322,500), Virginia Department of Health Grant ($207,054), federal and state Adoption Assistance Grants ($88,421), Parent-Infant Education Grant ($48,172),	
	▪ Increased grant funding for the Workforce Innovation and Opportunity Act (WIOA)-Alexandria Dislocated Grant ($37,500), Crisis Intervention Team (CIT) security budget ($57,749), Parent-Infant Education (PIE) Grant ($145,878), Mobile Children's Crisis Stabilization Allocation ($414,117), Title IV-E Adoption Assistance ($62,295), and Title IV-E Foster Care Assistance ($157,263).	
	▪ Grant revenue decreased for Substance Abuse and Mental Health Programs ($322,500), a Virginia Department of Health Grant ($207,054), federal and state Adoption Assistance Grants ($88,421), Auxiliary Grants ($21,001), and Parent-Infant Education Grant ($48,172).	

Fiscal Year	Description	FTEs
	▪ Eliminated grant funding for the Tuberculosis Grant ($20,000), the Virginia Tobacco Settlement Fund (VTSF) ($172,614).	
	▪ Eliminated grant funding to reflect the transfer of the Adopt-A-Family Grant ($299,391) to a non-profit operator, the conclusion of the SAMHSA Grant ($210,579), and the expiration of the TANF (AEC) Grant ($144,275) and the High Intensity Drug Trafficking Areas (HIDTA) Grant ($22,500).	
	▪ *The County Board took action after the FY 2017 budget was adopted to approve the addition of a grant-funded Nurse Practitioner ($63,667, .50 FTE) for Psychiatric Services in the Behavioral Healthcare Division, a grant-funded Management Specialist position ($77,809, 1.0 FTE) for Housing Assistance and Homeless Programs in the Economic Independence Division, a grant-funded Human Services Clinician ($99,461, 1.0 FTE) for Behavioral Healthcare in the Child and Family Services Division, and a reallocation of $128,000 in non-personnel contractor funds to fund the creation of a Psychiatrist position (1.0 FTE) in the Behavioral Healthcare Division.*	*3.5*
FY 2018	▪ The County Board added 2.20 Developmental Disability Specialists ($230,302) to manage higher caseload levels due to recent state action to eliminate the Medicaid waitlist and settle those individuals on the list in their home community. The majority of the position costs are reimbursed by Medicaid. Medicaid reimbursements increased by $219,408.	2.2
	▪ The County Board added on-going funding for Doorways ($129,000) and one-time funding the Arlington Food Assistance Center ($50,000).	
	▪ Added one Psychiatrist ($236,000) through a reallocation of contractual services funds. The majority of DHS psychiatrists are currently contractors. These conversions are part of a multi-year effort to move from contractors to permanent staff in this area to address retention, care quality, and standardization of services.	
	▪ Added a School Nurse ($100,413) to restore the staffing ratio of one nurse to every two schools. The School Nurse is funded from savings generated from reducing the Crystal City, Potomac Yard, and Crystal City Tax Increment Financing Area (TIF) from 33 percent to 30 percent.	1.0
	▪ Decreased housing grant funding by $524,000. Total funding for housing grants is $9,153,755, consisting of $7,553,755 in ongoing funding and $1,600,000 in one-time funding. This budget includes $1,000,000 in additional ongoing funding for housing grants, funded through a reallocation within DHS.	
	▪ Added ongoing funding for increased rent ($288,142) and contracted services ($40,493) associated with the Sequoia Plaza Complex.	
	▪ Non-personnel funding reduced in Auxiliary Grants ($11,560), Children Services Act (CSA) funding ($1,383,000) to align budget with actuals with no service impact, Parent Infant Education (PIE) Grant ($305,422), conclusion of Substance Abuse and Mental Health Services Administration (SAMHSA) Grant ($69,745) and Refugee Resettlement ($13,875). These decreases were partially offset by increases for operating and contractual services ($158,003), Project Planning Grant ($72,200), Crisis	

Fiscal Year	Description	FTEs
	Intervention Team (CIT) security budget ($12,531), Mobile Children's Crisis Stabilization Allocation ($208,929), Title IV-E Adoption Assistance ($35,934), and Title IV-E Foster Care Assistance ($296,037).	
	▪ Fee revenue increased for new Substance Abuse Case Management and Office Based Opioid Treatment fees ($66,000), increased Agency on Aging revenue ($104,772).	
	▪ Grant revenue increased for Mobile Children's Crisis Stabilization Allocation Program ($208,929), CIT Security ($12,531), Virginia Department of Social Services (VDSS) Programs ($396,597 Project Planning Grant ($72,200)m Medicaid Waiver Design ($54,157), Title IV-E Adoption Assistance ($35,934), Title IV-E Foster Care Assistance ($296,037), Auxiliary Grants funding ($11,560).	
	▪ Grant revenue decreased in CSA funding ($1,410,293) to align budget with actuals with no service impact, Parent-Infant Education Grant ($143,832), Tuberculosis Grant ($5,000), Senior Adult Mental Health reimbursement ($49,509), Refugee Resettlement funding based on FY 2016 service levels ($13,875), One-Stop Workforce Center co-location funding from the Northern Virginia Community College ($25,000) and the conclusion of the SAMHSA Grant ($100,000).	
	▪ *The County Board took action after the FY 2018 budget was adopted to approve the addition of an Administrative Assistant IV position ($3,800, 0.05 FTE) which was approved by the County Board in FY 2017 closeout.*	*0.05*
	▪ *The County Board took action after the FY 2018 budget was adopted to approve the addition of a temporary grant funded Management Specialist through the conversion on non-personnel funds ($37,240, 0.5 temporary FTE) which was approved by the County Board in FY 2017 closeout.*	*0.5*
	▪ *The County Board took action after the FY 2018 budget was adopted to approve the conversion of non-personnel grant funds into a Mental Health Therapist III position ($46,000, 1.0 temporary FTE) which were approved by the County Board in FY 2017 closeout.*	*1.0*
	▪ *The County Board took action after the FY 2018 budget was adopted to approved a Mental Health Therapist II position ($102,061, 1.0 FTE) and an Administrative Specialist position ($43,686, 0.50 FTE) for the RAFT Program which were approved in October 2017.*	*1.50*
FY 2019	▪ The County Board added $184,000 in one-time funding to fund a Youth Mental Health Therapist for two years ($184,000).	1.0
	▪ Added a grant-funded Nurse Practitioner for the Office Based Opioid Treatment Program through the reallocation of existing non-personnel funds ($70,000).	0.5
	▪ Added a Psychiatrist position ($207,042) through a reallocation of contractual services funds. Most DHS psychiatrists are currently contractors. These conversions are part of a multi-year effort to move from contractors to permanent staff in this area to address retention, care quality, and standardization of services.	1.0
	▪ Added an Administrative Technician I ($50,484) that was transferred from	0.75

Fiscal Year	Description	FTEs
	the Housing Choice Voucher Program to the Economic Independence Division's Management & Administration.	
	▪ Eliminated an unfunded Volunteer Services Program Coordinator temporarily transferred to the Community Planning & Housing Development Fund for the One-Stop Arlington Permitting Initiative.	(1.0)
	▪ Eliminated a filled Administrative Technician responsible for tracking, retrieving and delivering archived records ($81,017). DHS will enlist a County contractor for approximately $12,000 per year to deliver and pick up files from offsite storage as needed. The net reduction is $69,017.	(1.0)
	▪ Eliminated a vacant Eligibility Worker ($105,493) that evaluates whether clients qualify for a variety of public assistance programs.	(1.0)
	▪ Eliminated six positions ($653,683) and a reduction in funding to the REEP program ($171,901). The positions to be eliminated include a filled Management Specialist ($104,402, 1.0 FTE), a filled Administrative Program Manager ($163,121, 1.0 FTE), a filled Employment Services Supervisor ($116,680, 1.0 FTE), and three Employment Services Specialist (two filled and one vacant) ($269,480, 3.0 FTEs) at the Arlington Employment Center (AEC). The reduction in the level of funding to REEP, the English as a Second Language Program operated by Arlington Public Schools totals $171,901.	(6.0)
	▪ Eliminated a filled Office Supervisor position in the Financial and Administrative Support Services ($95,603).	(1.0)
	▪ Eliminated a vacant Administrative Technician that manages all the medication orders for clients with Latent TB Infection (LTBI) and for clients with Active TB Disease (TB) ($80,121).	(1.0)
	▪ Eliminated a vacant Management Specialist ($105,727, 1.0 FTE) which serves as the Clinic Practice Manager for all Public Health clinics including: family planning, maternity care, immunization, and sexually transmitted infections.	(1.0)
	▪ Eliminated the Laboratory Services Program. Of the six current positions, four have been eliminated ($449,359) and the two remaining positions and contracted services funding ($83,238) have been transferred to other lines of business.	(4.0)
	▪ Eliminated a vacant Administrative Technician that provides pharmacy services to BHD clients including managing the sample medication program, as well as stocking medication orders and applications for the Patient Assistance Programs (PAP) ($79,032). This action includes a reduction in funds for a contract Pharmacist ($17,200).	(1.0)
	▪ Eliminated non-essential contingency funding for Behavioral Health Division contracts ($80,000).	
	▪ Reduced funding for the residential program that provides adults with developmental disabilities with independent living options, supervised apartments, and group homes ($300,000).	
	▪ Non-personnel decreased primarily due to the removal of FY 2018 one-time funding for: ▪ The Housing Grants Program ($1,600,000); ▪ Arlington Food Assistance Center ($50,000);	

Fiscal Year	Description	FTEs
	▪ Reductions in Fostering Futures ($72,533); ▪ Special Needs Adoption ($135,889); ▪ Auxiliary Grants ($65,158); ▪ The Workforce Innovation and Opportunity Act (WIOA) Grant ($147,462); and, ▪ The homemaker program allocation in the Agency on Agency Area Plan ($129,008).	
	■ Non-personnel decreases were partially offset by increases for: ▪ Contracted Services ($48,442); ▪ Sequoia Plaza rent ($160,643); ▪ Children Services Act (CSA) ($102,551); ▪ A three-year grant from the Virginia Foundation for Healthy Youth ($149,999); ▪ IV-E Adoption ($204,181); ▪ Fostering Futures ($72,533); ▪ The addition of a Pre-employment physicals budget ($176,269); ▪ Additional funding for the RAFT Program for Discharge Planning ($373,443); and, ▪ The addition of $446,465 in ongoing funding and $707,109 in one-time funding for housing grants.	
	■ Fee revenue increased due to new client fees for sexually transmitted infections testing, pharmaceuticals and clinic visits ($12,000).	
	■ Grant revenue increased due to additional funding for: ▪ RAFT Program for Discharge Assistance Planning ($500,000);	*0.05*
	▪ the WIC Breastfeeding Peer Counselor grant ($9,060); ▪ A Virginia Department of Health Cooperative award ($41,736); ▪ Child Welfare Substance Abuse ($18,671); ▪ A three-year grant from Virginia Foundation for Healthy Youth ($149,999); ▪ Title IV-E Adoption Assistance ($102,091); ▪ Adjustments to the projected amounts for the Agency on Aging Area Plan ($56,298); ▪ Medicaid Prescreening ($10,000); ▪ Virginia Department of Social Services (VDSS) Programs ($568,739).	
	■ Revenue increases were partially offset by reductions to the: ▪ Emergency and Preparedness Program grant ($17,594); ▪ Parent-Infant Education Grant ($18,438); ▪ Tuberculosis Grant ($2,000); ▪ Customer Service Center from the Agency on Aging Area Plan	

Fiscal Year	Description	FTEs
	($76,481); ▪ Refugee Resettlement ($16,125); ▪ Title IV-E Foster Care Assistance ($38,571); ▪ Special Needs Adoption ($135,889); ▪ Community living home based care program ($41,657) as part of the Agency on Aging Area Plan, Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($49,623); and, ▪ The conclusion of the Childcare Quality Initiative Grant ($20,914).	
	▪ *The County Board took action after the FY 2019 budget was adopted to accept and appropriate grant funds from the Virginia Department of Social Services to partially fund Medicaid eligibility determination ($277,057) and to approve the addition of six positions for Medicaid expansion in September 2018, including four Eligibility Workers ($366,432), one Administrative Technician I ($76,296), and one Eligbility Supervisor ($110,850).*	*6.0*
FY 2020	▪ The County Board added one-time funding to the Arlington Food Assistance Center ($37,500) for total funding of $515,425, or 98 percent of their request.	
	▪ The County Board increased funding to Doorways by $46,000 for the Domestic and Sexual Violence Hotline ($16,172 in one-time and $29,828 in ongoing).	
	▪ The County Board approved the creation of 1.50 FTEs that the Community Services Board requested ($162,172). It will be at their discretion working with DHS on which positions will be filled.	1.5
	▪ Added a Public Health Nurse ($100,113) and Clinic Aide positions ($96,129) in Public Health Division’s School Health line of business for two new schools scheduled to open in the fall of 2019.	2.55
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($30,856).	
	▪ Eliminated an unfunded Human Services Clinician II ($98,991) and a Human Services Specialist ($97,245) in Economic Independence Division’s Community Assistance line of business.	(2.0)
	▪ Added a grant funded Management Specialist ($66,150) transferred from the Housing Choice Voucher Program to the Economic Independence Division’s Housing Assistance and Homeless line of business.	0.75
	▪ Eliminated an Employment Services Supervisor ($116,680, 1.0 FTE) and two Employment Services Specialists ($150,575, 2.0 FTEs), partially offset by the increase of an Employment Services Specialist ($93,232, 1.0 FTE) and an Employment Services Administrator ($196,579, 1.0 FTE) in Economic Independence Division’s Employment Services line of business, which was approved by the County Board in the FY 2019 adopted budget.	(1.0)
	▪ Added a Mental Health Therapist III ($86,849) and a Nurse Practioner ($140,000) through reallocations of non-personnel funds in Behavioral	2.0

Fiscal Year	Description	FTEs
	Health Division's Psychiatric Services line of business.	
	▪ Added a Mental Health Therapist III ($86,000, 1.0 FTE) through a reallocation of overtime funds previously budgeted for temporary staff, a technical correction to increase a Management Analyst ($27,795, 0.25 FTE), partially offset by the decrease of an unfunded Mental Health Therapist (0.50 FTE) in Behavioral Health Division's Client Services Entry.	0.75
	▪ Added a grant funded Human Services Aide ($35,467) through a conversion of a temporary position in Aging and Disability Division's Agency on Aging line of business.	0.50
	▪ Eliminated an unfunded Management Specialist in Child and Family Services Division's Planning and Support Services line of business.	(0.75)
	▪ Eliminated a vacant Human Resources/OD Specialist ($29,478).	(0.25)
	▪ Re-aligned the Arlington Employment Center from a bureau to a program. Eliminated the following positions:	
	▪ Two filled Employment Services Specialist ($190,167)	(5.0)
	▪ A filled Employment Development Specialist ($94,418)	
	▪ A vacant Employment Center Director position ($196,579)	
	▪ A filled Management Specialist position ($118,364)	
	▪ Eliminated a vacant Human Services Aide position ($39,387) who provides clinical and administrative support to Clarendon House's nursing and clinic staff.	(0.5)
	▪ Reduced the Director's Office training budget by $50,000.	
	▪ Reduced the Sequoia Plaza Common Area Maintenance budget by $100,000.	
	▪ Reduced the Adult Services program in ADSD by $30,000.	
	▪ Eliminated the $10,000 local portion of the Developmental Disability Services Residential Program.	
	▪ Increased funding for the Housing Grant Program ($621,264), including support for raising the maximum allowable rent limits which have not changed since 2010, and replaces the share of one-time dollars with ongoing funding.	
	▪ Increased the projection for the Children's Services Act funds ($176,047).	
	▪ Increased Sequoia Plaza rent ($259,574).	
	▪ Revenue changes include:	
	▪ Increased Community Services Board ($49,379) for increases in Medicaid and client fees for mental health services.	
	▪ Increased Agency on Aging Area Plan ($39,519).	
	▪ Increased Virginia Department of Social Services (VDSS) Programs ($90,216).	
	▪ Increased Medicaid Prescreening ($15,000).	
	▪ Increased the RAFT Program for Discharge Assistance Planning ($225,652) due to additional funding.	

Fiscal Year	Description	FTEs
	▪ Increased the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation ($30,741). ▪ Increased the Virginia Homeless Solutions Program VHSP Grant ($67,709). ▪ Increased the projection for the Department of Behavioral Health and Developmental Services DBHDS Grant ($696,930). ▪ Increased the state portion of the Auxiliary Grants Program ($22,490). ▪ Increased projected revenue from PIE Medicaid ($48,312). ▪ Increased PIE Medicaid/Part C Clinic Option ($42,283). ▪ Increased Vital statistics revenue ($63,836). ▪ Decreased the Community Services Board Mental Health Outpatient Grant ($12,753). ▪ Eliminated the three-year grant from Virginia Foundation for Healthy Youth ($149,999). ▪ Reduced the Refugee Resettlement Program ($10,000). ▪ Decreased Women, Infant and Children grant award ($93,144). ▪ Decreased PIE Medicaid/Part C State Plan Option ($46,620).	
	▪ *The County Board took action after the FY 2020 budget was adopted to approve the addition of two grant-funded Clinic Aides ($74,588, 2.0 FTE) for STEP-VA implementation and two grant-funded Mental Health Therapists ($224,250, 2.0 FTE) in the Behavioral Health Division; a grant-funded Human Services Clinician (1.0 FTE) and temporary Management Specialist (0.1 FTE) for the Child Advocacy Center in the Child and Family Services Division ($118,674); and a reallocation of non-personnel funds to create an Administrative Technician ($65,423, 1.0 FTE) in the Behavioral Health Division and to increase the hours of a Facilities Maintenance Mechanic ($13,317, 0.25 FTE) in the Director's Office; and authorized the transfer of a Human Services Specialist ($98,288, 1.0 FTE) from the Circuit Court Judiciary to the Director's Office.*	*7.25*
	▪ *The County Board took action after the FY 2020 budget was adopted to approve the following technical adjustments to align the department's FTE authorization count with the Human Resources Department and the Department of Management and Finance: a grant-funded Mental Health Therapist (1.0 FTE) for Diversion First in the Behavioral Health Division, a grant-funded Management Specialist (0.25 FTE) for VICAP in the Aging and Disability Services Division, and a Management Specialist (0.25 FTE) through the conversion of non-personnel funds for Project Peace in the Director's Office. All positions were budgeted for through prior board action.*	*1.50*

DEPARTMENT OF LIBRARIES
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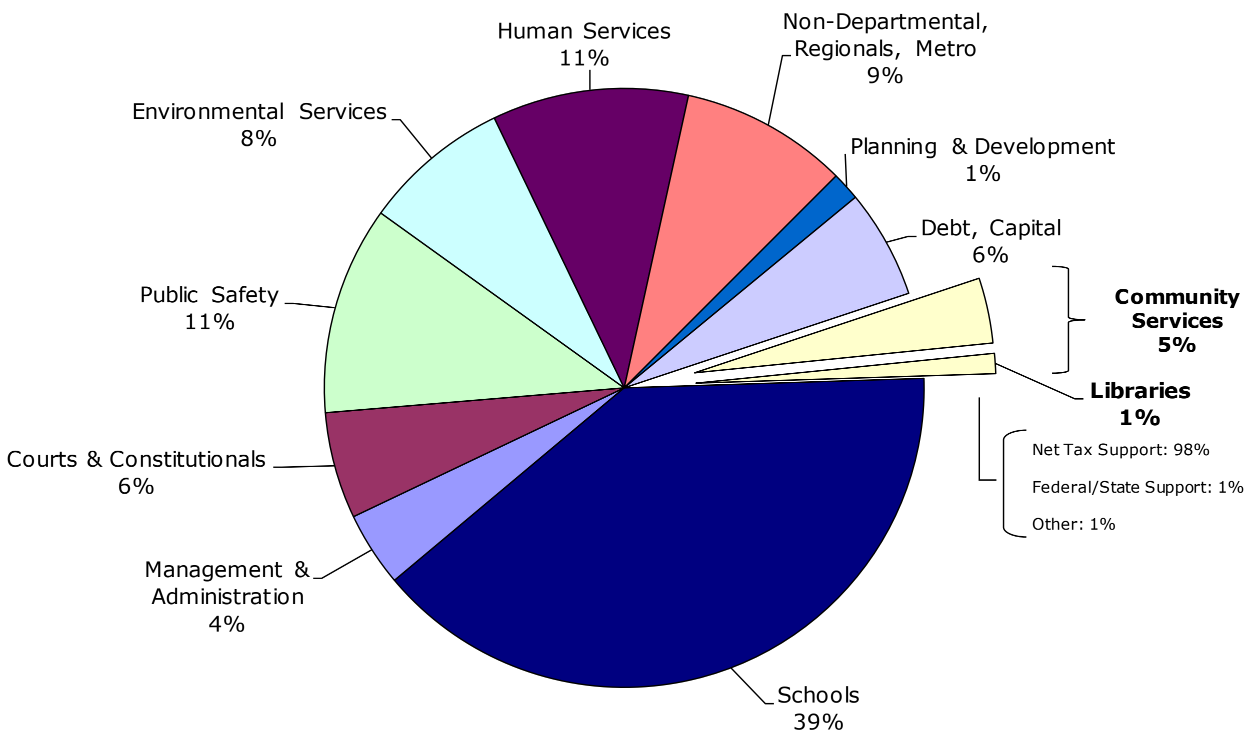
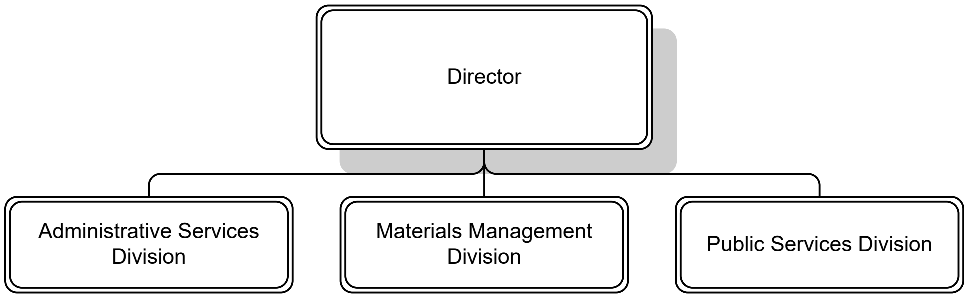
Our Mission: To provide access to information, create connections to knowledge, and promote the joy of reading for every Arlingtonian

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administrative Services
- Financial Oversight
- Personnel Management
- Program Management & Strategic Planning
- Training
- Facilities Management
- Technology
- Special Collections

Materials Services
- Acquisitions
- On-line Services
- Technical Processing of Materials

Public Services
- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Plaza Library

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Libraries is $15,154,838, a three percent increase over the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and the addition of a half year of funding (one-time) for a new Children's Librarian position (1.0 FTE) for the expanded Courthouse Library, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of funding for materials ($30,000 ongoing, $180,000 one-time) to grow the children's collection across the system, add resources to the library's database and e-book collections, and establish a larger collection at the expanded Courthouse Library, and adjustments to the annual expense for maintenance and replacement of County vehicles ($5,582).
- ↓ Revenue decreases due to lower fine revenue resulting from the Department's auto-renewal policy implementation in FY 2020 and the elimination of fines ($155,000) to make the library's collections more accessible to all users, partially offset by an increase in the state's grant allocation.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$11,733,213	$11,906,252	$12,141,237	2%
Non-Personnel	2,725,299	2,798,019	3,013,601	8%
Total Expenditures	14,458,512	14,704,271	15,154,838	3%
Fees	412,502	425,000	85,000	-80%
Grants	184,510	182,231	193,218	6%
Total Revenues	597,012	607,231	278,218	-54%
Net Tax Support	$13,861,500	$14,097,040	$14,876,620	6%
Permanent FTEs	120.66	117.48	118.48	
Temporary FTEs	13.19	13.19	13.19	
Total Authorized FTEs	133.85	130.67	131.67	

PROGRAM MISSION

To ensure that the Department's staff receive the tools, services, and support required to deliver excellent customer service. Program areas include the following:

Financial Oversight

- Preparing the budget and tracking revenue and expenditures.

Personnel Management

- Hiring employees for the Department, overseeing the performance appraisal system, and providing counseling for supervisors and employees.

Program Management and Strategic Planning

- Developing plans for library service for future years and managing system-wide projects.

Training

- Locating training opportunities to provide staff with current skills, tracking training taken within the Department, and managing the training budget.

Facilities Management

- Providing delivery service between the branches and Central library, dealing with emergency building repairs, and ensuring overall security of the libraries.

Technology

- Providing technical support for electronic resources and all public access computers.

Special Collections

- The Center for Local History (formerly the Virginia Room) provides archival and digital collections, research services, and educational programs related to Arlington history.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the increase of hours of an existing Administrative Assistant III position (0.25 FTE) reclassified from the Materials Management Division (0.125 FTE) and the Public Services Division (0.125 FTE), employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners, partially offset by lower retirement contributions based on current actual projections.
- ↑ Non-personnel increases due to the annual expense for maintenance and replacement of County vehicles ($5,582).
- ↓ Revenue decreases due to lower fine revenue resulting from the Department's auto-renewal policy implementation in FY 2020 and the elimination of fines ($155,000) to make the library's collections more accessible to all users, partially offset by an increase in the state's grant allocation.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,118,177	$2,947,957	$3,064,877	4%
Non-Personnel	855,351	809,857	815,439	1%
Total Expenditures	3,973,528	3,757,814	3,880,316	3%
Fees	412,502	425,000	85,000	-80%
Grants	184,510	182,231	193,218	6%
Total Revenues	597,012	607,231	278,218	-54%
Net Tax Support	$3,376,516	$3,150,583	$3,602,098	14%
Permanent FTEs	26.00	26.00	26.25	
Temporary FTEs	0.70	0.70	0.70	
Total Authorized FTEs	26.70	26.70	26.95	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
User sessions of public internet computers	N/A	N/A	168,410	168,355	168,000	160,000
Library App users	N/A	N/A	183,973	485,330	558,129	641,848
Percent of department budget appropriation expended	99.0%	98.5%	100.0%	99.5%	N/A	N/A

- Two new performance measures were added in the FY2021 budget to better reflect the Administrative Services' performance: user sessions of public internet computers and library app users.
- Library app users increase due to increased advertising of its functionality. The library app is a convenient tool for searching the catalog, placing holds, accessing their account bar codes instead of using a library card, and paying fines.

MATERIALS SERVICES

PROGRAM MISSION

To collect, organize, and provide access to information and library resources in a timely and cost-effective manner. This includes:

- Acquisitions – purchasing books and materials in a variety of formats.
- Online Services - library online catalog.
- Technical Processing of materials.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a part-time librarian position (0.63 FTE) to the Public Services Division (0.50 FTE) and to the Administrative Services Division (0.13 FTE) and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to the addition of funding for materials ($30,000 ongoing, $180,000 one-time) to grow the children's collection across the system, add resources to the library's database and e-book collections, and establish a larger collection at the expanded Courthouse Library.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,357,657	$1,405,935	$1,346,858	-4%
Non-Personnel	1,533,621	1,593,742	1,803,742	13%
Total Expenditures	2,891,278	2,999,677	3,150,600	5%
Total Revenues	-	-	-	-
Net Tax Support	$2,891,278	$2,999,677	$3,150,600	5%
Permanent FTEs	13.86	12.88	12.25	
Temporary FTEs	0.62	0.62	0.62	
Total Authorized FTEs	14.48	13.50	12.87	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average anticipated wait time for reserved popular print titles	18 weeks	19 weeks	19 weeks	16 weeks	13 weeks	12 weeks
Average anticipated wait time for reserved popular e-titles	27 weeks	22 weeks	37 weeks	36 weeks	32 weeks	31 weeks
Children & teen material as a percent of total library circulation	48.0%	48.6%	51.5%	51.2%	50.0%	50.0%
Downloadable material as a percent of total library circulation	13.1%	15.0%	16.8%	19.6%	21.0%	23.0%

MATERIALS SERVICES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Downloadable material as a percentage of total library material spending	14.0%	28.0%	39.9%	30.0%	35.0%	35.0%
E-materials added to collection	16,725	24,803	32,308	16,976	27,000	35,000
Number of new library cards issued	24,405	23,704	22,559	21,203	21,500	21,500
Physically printed titles added to collection	71,556	63,001	58,232	55,894	55,000	55,000
All titles added to the collection	88,281	87,804	90,540	72,870	82,000	90,000

- Average anticipated wait times for popular e-titles will remain higher than print titles for the foreseeable future as the same title is significantly more expensive in the digital format.
- Downloadable material as a percentage of total library circulation, material spending, and e-materials added to collection were higher in FY 2018 due to the addition of $250,000 in one-time funding that was spent primarily on digital titles. In FY 2021, the addition of $150,00 in one-time and $60,000 ongoing funding will help the library grow the children’s collection across the system and will add several new continuing education resources to the library’s database and e-book collections. The funding will also set up a children’s collection at the new Bozman Center Plaza Library.
- The number of e-materials in the collection will rise significantly in FY 2020 with the addition of $300,000 in ongoing funding. This will reduce anticipated wait time for popular e-titles and will allow the library to expand digital streaming platforms that are popular with patrons.
- All titles added to the collection refers to all copies in the collection in all formats, including e-books.

PUBLIC SERVICES

PROGRAM MISSION

To provide access to information, create connections among people, and promote reading and culture for every Arlingtonian and other patrons.

The libraries serving Arlington neighborhoods are:

- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Plaza Library

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, the transfer in of a librarian position (0.50 FTE) from the Materials Services Division, and the addition of a half-year of funding (one-time) for a new Children's Librarian position (1.0 FTE) for the expanded Courthouse Library, partially offset by the transfer out of a Library Assistant II position (0.125 FTE) to the Administrative Services Division and lower retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$7,257,379	$7,552,360	$7,729,502	2%
Non-Personnel	336,327	394,420	394,420	-
Total Expenditures	7,593,706	7,946,780	8,123,922	2%
Total Revenues	-	-	-	-
Net Tax Support	$7,593,706	$7,946,780	$8,123,922	2%
Permanent FTEs	80.80	78.60	79.98	
Temporary FTEs	11.87	11.87	11.87	
Total Authorized FTEs	92.67	90.47	91.85	

PERFORMANCE MEASURES

Central Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	35,742	41,572	51,133	47,597	52,000	52,000
Number of physical materials borrowed	876,099	840,028	796,866	768,465	742,000	716,000

Shirlington Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	15,405	12,013	17,020	23,091	18,000	18,000
Number of physical materials borrowed	252,545	234,897	229,568	224,675	220,000	215,000

Westover Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	17,949	13,442	16,183	18,564	17,000	17,000
Number of physical materials borrowed	304,428	290,018	309,471	290,986	290,000	285,000

Columbia Pike Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	6,237	8,056	14,842	12,910	15,000	15,000
Number of physical materials borrowed	170,495	158,466	154,052	142,574	100,000	135,500

Aurora Hills Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	5,494	5,633	12,187	9,567	13,000	13,000
Number of physical materials borrowed	142,118	143,161	130,348	128,862	125,000	122,500

- In FY 2019, the number of programs offered decreased due to facility repairs and maintenance resulting in the closure of meeting rooms.

PUBLIC SERVICES

Cherrydale Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	3,607	3,998	7,852	8,676	8,000	8,000
Number of physical materials borrowed	109,584	110,572	108,413	102,139	100,000	98,000

Glencarlyn Library

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of people attending programs	5,252	5,010	4,165	3,788	4,500	4,500
Number of physical materials borrowed	67,572	65,448	67,740	61,019	60,000	58,000

Plaza Library

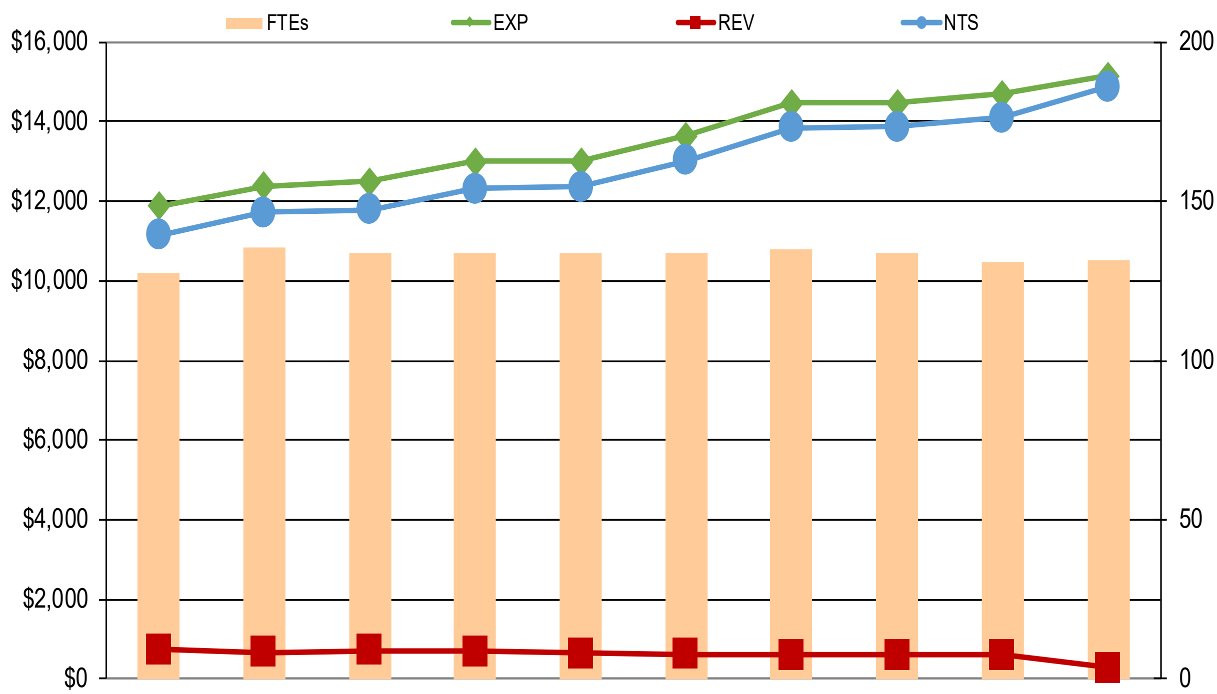
Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of physical materials borrowed	31,836	32,487	33,715	35,874	20,000	20,000

Virtual Library (E-Material)

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of materials borrowed	405,189	443,741	508,286	592,132	615,000	630,000

- The number of physical materials continues to decline as some patrons move to digital borrowing options and the upcoming renovations at the Bozman Center and temporary closure of the Plaza branch library in FY 2020 and FY 2021 are expected to reduce the number of physical materials borrowed.
- Prior to FY 2018, only children and young adult participants were included in program attendance measures. FY 2018 and forward includes participants of all ages.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$11,889	$12,395	$12,493	$13,007	$12,999	$13,649	$14,466	$14,459	$14,704	$15,155
REV	$743	$676	$710	$688	$649	$616	$607	$597	$607	$278
NTS	$11,146	$11,719	$11,783	$12,319	$12,350	$13,033	$13,859	$13,862	$14,097	$14,877
FTEs	127.55	135.55	133.85	133.85	133.85	133.85	134.85	133.85	130.67	131.67

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board funded a partial restoration of some branch library hours ($93,461, 2.45 temporary FTE). ▪ The County Board restored $50,000 for print materials. ▪ The County Board added one-time funding for E-books ($115,000). ▪ The County Board approved a one percent one-time lump sum payment for employees at the top step ($16,464).	2.45
FY 2013	▪ The restoration of library branch hours reduced in FY 2010 and FY 2011 added 8.0 FTEs ($442,996). ▪ Non-personnel expenses decreased due to the reduction of one-time funding for materials ($115,000). ▪ Revenues decreased due to a reduction in the amount of fees and fines collected ($50,076), reimbursements from Signature Theatre for their portion of utilities at the Shirlington Library/Signature Theatre facility (15,000), and the amount of State aid received ($5,063).	8.0
FY 2014	▪ Eliminated a Human Resources/Organization Development (OD) Specialist position and a part-time Administrative Technician I position ($147,521).	(1.5)
	▪ Reduced the budget for temporary employees ($7,088).	(0.2)
	▪ Reduced the consultant budget in Administrative Services Division ($10,000) and Materials Management Division ($10,000). ▪ Held 0.5 FTE Library Assistant II position vacant for 6 months ($18,180). ▪ Intra-County charges increased ($45,000) for the reimbursement from Schools for their share of the Integrated Library System (ILS). ▪ Revenues decreased due to changes in reimbursements from Signature Theatre for their portion of utilities at the Shirlington Library/Signature Theatre facility ($70,000), partially offset by the restoration of a previous State aid cut ($7,196).	
FY 2015	▪ Reduced data processing expense due to Arlington Public Schools (APS) reduction of participation in the County's contract for the Integrated Library System (ILS) ($34,000). ▪ Intra-County Charges decreased due to changes with APS participation on the County's contract for the ILS ($34,000). ▪ Revenues decreased based on the historical downward trend of fines, partially due to the increased usage of E-materials which do not incur late fees ($25,000).	
FY 2016	▪ Increased funds for the Integrated Library System (ILS) ($15,000).	
FY 2017	▪ The County Board converted proposed ongoing materials funding to one-time funding ($123,077). ▪ One-time funding added for Pop-Up space ($250,000).	

Fiscal Year	Description	FTEs
	▪ Ongoing funding added for the County's Open Data Initiative for record archiving ($50,000), which will be used to implement recommendations of the Arlington History Task Force and digitize priority Central for Local History collections, providing improved public access.	
	▪ Library fees were adjusted in FY 2017 for overdue items. The daily fees increased from $0.20 to $0.30 per day for juvenile/young adult (YA) materials, remain the same for adult materials ($0.30 per day), and decreased from $1.00 to $0.30 per day for all DVDs.	
FY 2018	▪ The County Board added one-time funding for the Pop-Up space in Crystal City to remain open through December of 2017 ($19,000).	
	▪ Eliminated one-time funding added in FY 2017 for the creation of the Pop-Up space ($250,000) and materials ($123,077).	
	▪ Added a Youth Services Librarian ($99,500), funded from savings generated from reducing the Crystal City TIF percentage from 33 percent to 30 percent.	1.0
	▪ One-time funding added for materials ($250,000).	
FY 2019	▪ Eliminated of a filled Library Assistant II position that handles tasks associated with processing physical materials ($74,086).	(1.0)
	▪ Removed of one-time funding for materials ($250,000) and the Pop-Up Library in Crystal City ($19,000).	
	▪ Non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles ($2,424).	
	▪ Fee revenue decreased to better align budget to actuals ($30,000).	
	▪ *A technical adjustment was made to align the County's Human Resource system with Libraries' FY 2019 budget.*	*0.02*
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($1,330).	
	▪ Eliminated of a filled Infrastructure Support Specialist II position that provides computer assistance and support ($114,579).	(1.0)
	▪ Eliminated of a filled Library Associate position that handles bill payment, invoicing, and assistance with contracts for the Materials Management Division ($76,545).	(1.0)
	▪ Eliminated of a vacant Library Associate that manages the Talking Books program. ($72,053).	(0.7)
	▪ Eliminated of a vacant Librarian position that manages the Library's electronic services database ($50,136).	(0.5)
	▪ Added of on-going funding for materials ($300,000).	
	▪ Increased to the annual expense for maintenance and replacement of County vehicles ($15,266).	

DEPARTMENT OF PARKS AND RECREATION
Jane Rudolph, Director
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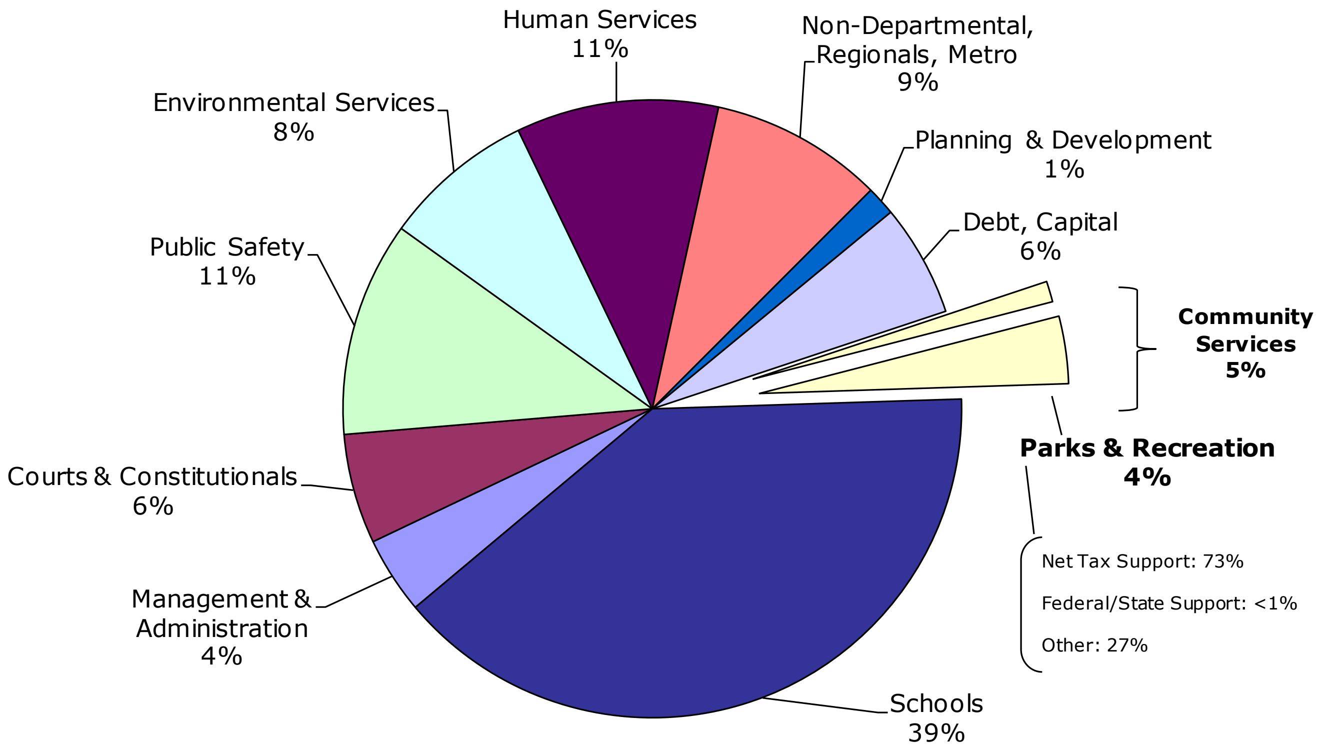
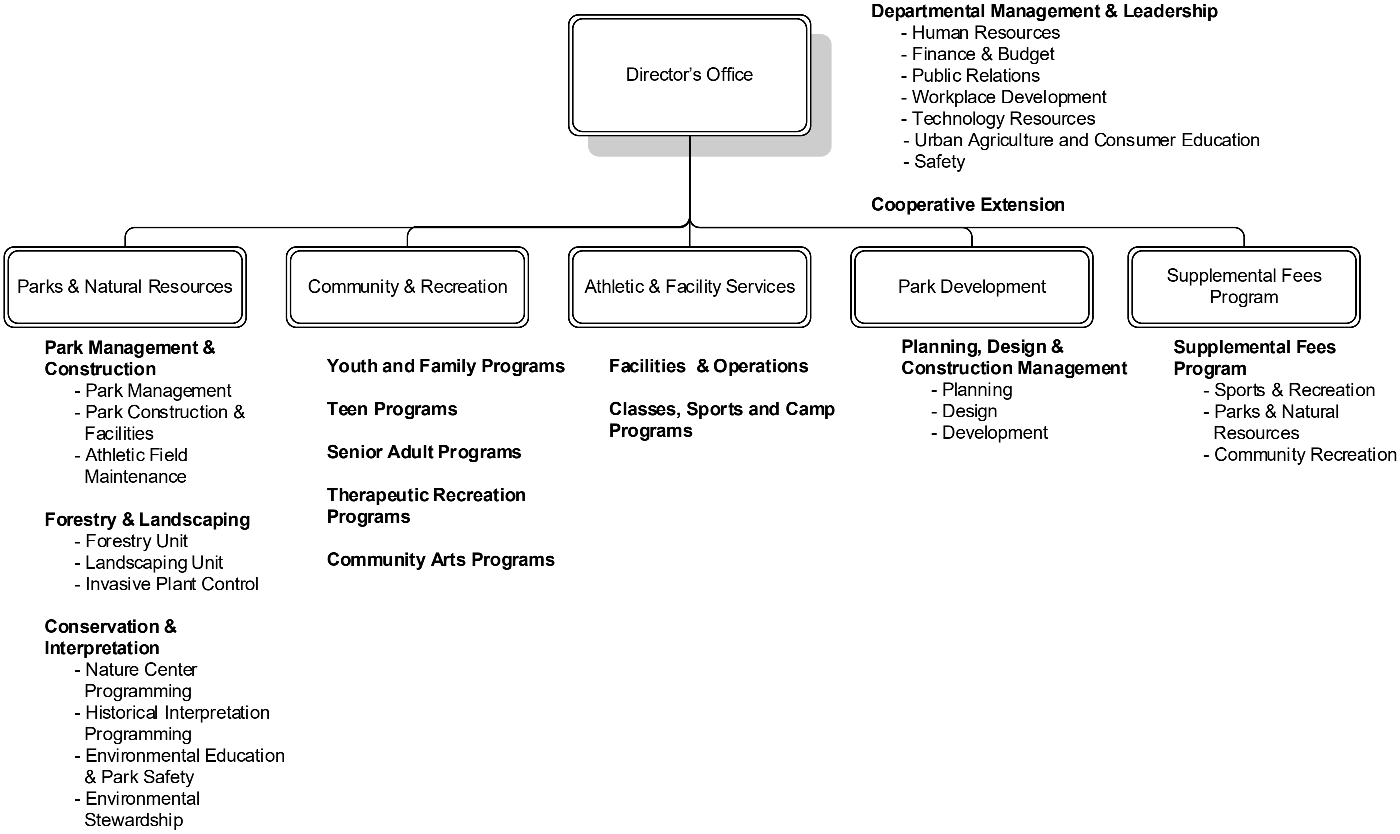
Our Mission: The Department of Parks and Recreation promotes wellness and vitality through dynamic programs and attractive public spaces.

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Parks and Recreation (DPR) is $49,207,342, a 14 percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planner positions, an increase in the County's cost for employee health insurance, and the changes below, partially offset by lower retirement contributions based on current actuarial projections.
  - Addition of staff to support the new Lubber Run Community Center ($358,555, 6.0 permanent FTEs, 0.175 temporary FTEs).
  - Addition of staff to support the new Long Bridge Aquatics & Fitness Center and Park ($1,340,417, 18.0 permanent FTEs, 21.40 temporary FTEs).
  - The conversion of temporary community center positions to permanent staff positions for community centers ($596,875, addition of 26.0 FTEs, decrease of 10.38 temporary FTEs).
  - Realignment of existing funds to establish an additional Communication Specialist II position focused on community engagement ($50,000, 1.0 FTE).
  - Addition of two Planner positions added during FY 2020 to support Amazon and ancillary development ($248,233, 2.0 FTEs).

- General Fund support added ($240,000) to support Planner positions previously funded by capital projects.
- Addition of an Urban Forester position ($125,000, 1.0 FTE).
- Realignment of funds to establish two additional Roving Monitor positions to provide on-site supervision and communication for outdoor facilities and indoor programs ($70,000, 2.0 FTEs).
- Addition of 1.0 FTE in Conservation and Interpretation ($50,000, 1.0 FTE) by reallocating temporary FTEs in Parks and Natural Resources (1.46 temporary FTEs).
- Addition of 0.69 temporary FTEs due to increased capacity in various revenue-producing programs ($60,452, 0.69 temporary FTEs), partially offset by the reduction of 0.01 FTEs (0.01 permanent FTEs) due to a variety of administrative cleanup.
- The continuation of one-time funding for Lee Center program operations for six additional months ($100,000).

↑ Non-personnel increases due to the reopening of Lubber Run Community Center and Park ($162,000 ongoing and $180,000 one-time), opening Long Bridge Aquatics & Fitness Center and Park ($858,250 ongoing and $370,000 one-time), contractual increases for tree maintenance to improve the annual street tree pruning cycle ($200,000) and disease and pest management for trees ($50,000), equipment and supplies for the new Urban Forester position ($53,000 one-time), increased resident participation in various revenue-producing programs ($55,102), adjustments to the annual expense for maintenance and replacement of County vehicles ($70,043), new costs for ongoing maintenance associated with recent capital improvements for parks ($137,000), and a variety of Departmental contractual increases ($319,677), partially offset by a decrease in grant-funded expenditures ($12,736).

↑ Revenue increases due to membership, class, and rental fees anticipated with the opening of Long Bridge Aquatics & Fitness Center ($619,600), an increase in outdoor facility rental rates ($115,000), increased resident participation in revenue-producing programs ($138,849), and increases related to summer camp fees ($41,000), partially offset by decreases in revenue related to the County-wide travel program ($23,526), community center rentals ($10,000), and a decrease in anticipated grant funds ($12,736).

↑ Other Revenue increases due to a donation from the Boeing Company ($1,949,067) to support the maintenance and operations of Long Bridge Aquatics & Fitness Center.

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$29,921,291	$30,857,498	$34,519,284	12%
Non-Personnel	11,944,333	12,275,967	14,718,303	20%
Subtotal	41,865,624	43,133,465	49,237,587	14%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	41,865,624	43,103,220	49,207,342	14%
Fees	9,982,139	9,984,564	10,865,487	9%
Grants	36,991	88,000	75,264	-14%
Other	275,346	250,531	2,199,598	778%
Total Revenues	10,294,476	10,323,095	13,140,349	27%
Net Tax Support	$31,571,148	$32,780,125	$36,066,993	10%
Permanent FTEs	274.81	274.30	331.29	
Temporary FTEs	93.33	85.56	95.99	
Total Authorized FTEs	368.14	359.86	427.28	

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM MISSION

To provide leadership, strategic direction, and management oversight to the Department of Parks and Recreation.

Departmental Management and Leadership

- Departmental Management and Leadership includes the Director's office, Division Chiefs, and management/fiscal staff from the operating divisions. The various management, registration, and leadership functions are included in this line of business in order to show all of the expenses and details associated with providing centralized and specialized administrative support for the Department.
- The Department Leadership Team is made up of senior leadership in the Divisions and the Director's office. This team works together to monitor conditions, assess needs, conduct strategic and tactical planning, and work closely with other community organizations to achieve common goals.

Human Resources

- Manage workforce needs and departmental efforts to ensure competitive staffing and compliance with all human resource policies and procedures.
- Use specialized human resources expertise to coordinate and advance recruitment, employee relations, payroll, performance management, equal opportunity and affirmative action, and position classification activities.
- Manage volunteer development and placement services to increase the Department's capacity to serve its mission via expanded volunteer support for service delivery including programs, facility operations, and "adopt-a" park/field.

Finance and Budget

- Ensure sound financial management including budget development, execution, analysis, management, and tracking.
- Provide centralized departmental accounting and financial reporting functions, including tracking the Department's expenses and revenues, developing and maintaining financial reports, ensuring the Department's fiscal procedures are in compliance with the County's policies and practices, and carrying out departmental payments, billing, and depositing functions.

Public Relations

- Promote Department programs and activities through a variety of effective communication methods that inform those who live, work, or play in Arlington of programs, services, park planning, policies, facilities, and stewardship of natural resources.
- Develop and manage cost-effective County-wide special events to build community and celebrate diversity.
- Facilitate effective and transparent communications that support positive community engagement.
- Facilitate inter-departmental support for special events and demonstrations in Arlington.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Safety

- Promote a safe workplace for all employees, ensuring that employees minimize occupational injuries and illnesses by identifying and eliminating unsafe conditions and impact of hazardous situations.
- Ensure Arlington's residents, workers, and visitors can safely participate in County parks and recreation programs and facilities.

Technology Resources

- Conduct business requirements analysis for technology solutions and implement appropriate applications, development, support, and integration to ensure the Department's mission and goals are achieved.
- Manage coordination of the department's centralized processing system (RecTrac) and work order/asset management platforms (Cartegraph).
- Coordinate with DTS on County-wide and multi-department technology implementations and initiatives.

Class, Camp, and Supplemental Program Registration

- Manage public registration process and administer schedules for classes and camps through RecTrac. Assist customers with inquiries and issues related to registration, payment, and general inquiries.
- Maintain transaction and household records for customers who register and participate in classes and camps.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the transfer in of a Program Manager position from the Supplemental Fees Program line of business ($134,961, 1.0 FTE), the realignment of funds to establish an additional Communication Specialist II position focused on community engagement ($50,000, 1.0 FTE), reallocation of two positions (2.0 FTEs) previously reporting in the Athletic and Facility Services division to the Management and Leadership division, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to the annual expense for maintenance and replacement of County vehicles ($57,758) and increases for contractual services ($128,686).

↓ Fee revenue decreases due to a reduction in revenue related to the County-wide travel program ($23,526).

- Negative fee revenue is due to the recognition of fee reductions previously accounted for in non-departmental accounts.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,993,492	$4,882,389	$5,021,889	3%
Non-Personnel	2,149,260	2,658,237	2,844,681	7%
Total Expenditures	7,142,752	7,540,626	7,866,570	4%
Fees	(944,897)	(901,474)	(925,000)	3%
Other	481	-	-	-
Total Revenues	(944,416)	(901,474)	(925,000)	3%
Net Tax Support	$8,087,168	$8,442,100	$8,791,570	4%
Permanent FTEs	37.00	36.00	40.00	
Temporary FTEs	0.09	0.09	0.09	
Total Authorized FTEs	37.09	36.09	40.09	

PERFORMANCE MEASURES

Departmental Management and Leadership

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
$ (In millions)/% of Department Budgeted Net Tax Support Expended	$28.3/ 98%	$30.1/ 99%	$30.0 / 96%	$31.6/ 99%	$43.1/ 99%	$44.0/ 99%
$ (In millions)/% of Department Total Revenue Goal Reached	$9.7/ 101%	$9.9/ 102%	$10.4/ 101%	$10.3/ 100%	$10.3/ 100%	$10.4/ 100%
DPR Cost Recovery Percentage Budget/Actual	50%/ 56%	47%/ 49%	48%/ 48%	46%/ 46%	45%/ 45%	46%/ 46%
$ /# of Individuals Using Income-Based Fee Reductions	$681,560 / 2,341	$807,018 /2,697	$925,074 / 2,811	$959,646 /3,089	$1,000,000 /3,300	$1,500,000 /3,500

- The cost recovery percentage is calculated based on the total revenue and expense in the Department's fee-based lines of business in the areas of facility rentals, sports, classes, camps, and other supplemental fee programs. The variation from budget is generally attributed to staff vacancies and lower actual expenses than originally budgeted in these areas as revenue goals have been achieved in most years.
- The Department is currently reviewing fee reduction policies and procedures to determine what outreach may be possible to broaden program impact and ensure that fees are not a barrier for participation in DPR programs.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Human Resources

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Permanent FTE Positions	249.75	255.00	280.11	274.81	274.30	331.29
DPR Permanent Employee Turnover Rate	6.0%	5.5%	7.9%	8.8%	7.5%	7.0%

- The increase in the FY 2018 actuals is due to temporary FTEs converted to permanent FTEs.
- The decrease in the FY 2019 actuals and FY 2020 estimate is due to budget reductions.
- The increase in the FY 2021 estimate is due to temporary FTEs converted to permanent FTEs.
- Employee turnover can be impacted by changes to staffing.

Public Relations

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of visits to DPR website per quarter	445,590	451,966	457,375	498,975	510,000	520,000
E-news subscribers	46,192	59,400	86,724	118,609	125,000	130,000
Number of applicants interested in holding a County-wide special event	220	236	240	237	240	245

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Facebook Fans	8,260	10,177	11,272	12,630	13,500	14,500
Twitter Followers	3,524	3,954	4,364	4,801	5,300	5,500

- The increase in web visits is consistent with the nationwide trend towards greater internet use.
- The increase in Facebook fans, Twitter followers, and E-news subscribers is due to the overall increased use of social media as a communications platform. Twitter and Facebook subscribers are dependent on nationwide use of these specific tools and growth in paid advertising.

Safety

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of lost time injuries	6	3	7	5	5	5
Number of OSHA recordable injuries	26	20	29	40	40	40

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of preventable participant incidents and injuries	0	0	0	0	0	0
Number of preventable vehicle accidents	16	15	11	6	10	10

- The decrease in lost time injuries and preventable participant injuries can be attributed to the department's commitment to park and recreation program and facility safety.
- The increase in the number of OSHA recordable injuries is attributed to increased educational efforts about the reporting process along with an improvement to the reporting process in general.

Volunteer Development

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of Department volunteers	13,210	11,873	9,828	9,588	9,700	9,700

- The total number of volunteers is an actual count of participation across the department and may be duplicated if volunteers provided service in more than one line of business.
- Beginning in FY 2015, the method for calculating volunteers working on behalf of DPR was consolidated and simplified to allow for greater accuracy and to ensure that people who volunteered on both an ongoing and/or a one-time basis were properly counted. However, hours continue to be reported inconsistently across the department, resulting in a decrease in FY 2017 and FY 2018. Further, with the closure of the Volunteer Office in FY 2019, recruitment of volunteers is not as aggressive as it once was and the oversight of volunteer managers utilizing volunteers is limited.
- The estimated increase in FY 2020 is due to the revitalization of the volunteer program which will include targeted outreach, more opportunities and a consistent method to track volunteer hours.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of youth volunteers rating overall satisfaction with volunteer experience as "good to excellent"	98%	92%	83%	92%	92%	92%

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Class, Camp, and Supplemental Program Registration

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
RecTrac Resident Program registrations	50,670	61,882	66,480	60,260	61,000	61,000
Percent of program registration completed via web	70%	72%	72%	74%	75%	75%

- The RecTrac Resident Program registrations and Percent of program registration completed via web are reaching saturation levels and therefore are expected to plateau in the future.

URBAN AGRICULTURE AND CONSUMER EDUCATION

PROGRAM MISSION

To further the goals of the County's Urban Agriculture Initiative and to provide support for the educational outreach programs of The Virginia Cooperative Extension (VCE), a program of Virginia's land-grant universities that focuses on forming a network of educators among local, state, and federal governments in partnership with citizens.

County's Urban Agriculture Initiative

- Manage the community garden program, including increasing gardening opportunities for residents.
- Improve food access through farmers markets and the support of regional agriculture.
- Support community-led urban agriculture and food access activities.

Virginia Cooperative Extension Programs 4-H

- Provide hands-on learning and skill development for youths between the ages of five and 18 in the areas of communications and expressive arts, environmental and natural resources education, career development, economics, plant and soil sciences, citizenship, family and consumer sciences, overall health, nutrition, wellness, leadership, science, and technology.

Family and Consumer Education

- Provide education to increase knowledge, influence attitudes, and teach skills in the areas of personal finance, nutrition, energy conservation, and consumer issues in order to improve the quality of individual, family, and community life.
- Assist communities in analyzing the status of families and identifying appropriate community action to meet the needs of families.
- Motivate residents to become involved in community issues and to develop leadership skills.
- Train volunteers and program assistants to support the Family and Consumer Sciences program.

Agriculture and Natural Resources

- Provide information to the public and County staff about environmentally sound land management and urban agriculture practices that are economically viable, sustainable, and acceptable to the community.
- Support and assist Arlington County parks, community gardens, and sustainable urban agriculture programs through the training of Master Gardener and Master Naturalist volunteers and assist staff in their support of the Urban Forestry Commission, Beautification Committee, and the Arlington Urban Agriculture Task Force.
- Utilize workshops, demonstration sites, newsletters, the Internet, and certification training to provide research-based information to Arlington County staff, private businesses, residents, landscapers, school ground managers, developers, park and golf course superintendents, retail nurseries, and garden centers to help protect the environment, enhance human health, and contribute to economic stability.
- Conduct and coordinate community engagement through education, demonstrations, and other activities to address local issues of storm water management, pesticide reduction, and invasive species management.

URBAN AGRICULTURE AND CONSUMER EDUCATION

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to various contractual increases ($48) and contractual increases for the Virginia Cooperative Extension allocation ($4,465).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$90,303	$91,766	$95,407	4%
Non-Personnel	135,815	159,285	163,798	3%
Total Expenditures	226,118	251,051	259,205	3%
Fees	23,725	14,870	14,870	-
Total Revenues	23,725	14,870	14,870	-
Net Tax Support	$202,393	$236,181	$244,335	3%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

PERFORMANCE MEASURES

County's Urban Agriculture Initiative

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of community garden plot holders	300	300	378	379	380	380
Number of farmers markets	8	9	11	9	9	9

- In FY 2019, an additional half-plot was created in the Barton Community Garden by clearing dead trees.
- The number of community garden plot-holders increased in FY 2018 due to the addition of 30 half-plots constructed at the expanded S. Lang Street Community Gardens and the conversion of 24 full plots to 48 half-plots. One existing full plot at Lang Street community garden was converted to meet ADA standards and is being used by a group of adults with developmental disabilities in partnership with DPR staff and Service Source, Inc.
- In FY 2017, the Rosslyn Farmers Market reopened, and in FY 2018 the Arlington Mill Farmers Market reopened and a new market was opened at Lubber Run. In FY 2019, the Arlington Mill and Clarendon Farmers Markets closed.

URBAN AGRICULTURE AND CONSUMER EDUCATION

Virginia Cooperative Extension Programs 4-H Program

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of participants surveyed who gained knowledge and skills through programs	98%	98%	98%	98%	98%	98%
Percent rating the overall quality of activities as "good to excellent"	98%	98%	98%	98%	98%	98%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
4-H program: Total Participants	2,567	2,754	2,556	2,580	2,590	2,600
4-H: Camping Participants	72	61	63	54	55	58

Family and Consumer Education

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of participants/percent surveyed who gained money management, energy, efficiency, and nutrition knowledge and skills through programs	14,376/ 100%	14,388/ 100%	16,016/ 100%	11,500/ 95%	15,000/ 95%	18,000/ 95%
Percent of participants rating quality of service as "excellent or good"	99%	99%	99%	99%	99%	99%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Family and consumer education information seekers	22,559	23,632	24,082	11,587	17,000	22,000

- Family and Consumer Education measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- Staff vacancies in FY 2019 impacted the volume of work accomplished for the remainder of FY 2019 and are expected to affect FY 2020.

Agriculture and Natural Resources

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of customers rating quality of service as "good to excellent"	96%	97%	98%	98%	97%	97%
Percent of participants surveyed who adopted one or more recommended practices	90%	89%	90%	88%	86%	86%

URBAN AGRICULTURE AND CONSUMER EDUCATION

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of active volunteers trained in urban agriculture, sustainable landscape, and natural resource best management practices.	444	519	510	542	560	590

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Citizens seeking information	45,986	46,560	47,100	47,270	48,000	48,000
Number of participants surveyed who gained knowledge and skills through programs	15,778	15,887	15,445	14,560	14,800	14,800

- In Calendar Year 2019, the Agriculture and Natural Resources programs provided public education programming in urban agriculture, sustainable landscape management, and natural resource best management practices. Subject matter training provided to volunteers of particular significance to Arlington included: container gardening, small space and raised bed gardening, container and house plant gardening, plant disease and insect management, tree/shrub, fruit/nut planting and management, household pest management and pesticide safety, urban forestry (selection, maintenance, and planting), invasive non-native species management, drought and storm water management, and community and neighborhood garden support in direct response to the Natural Resource Management Plan, Urban Agriculture Task Force Report, and the Urban Forest Management Plan.

PLANNING, DESIGN, AND CONSTRUCTION MANAGEMENT

PROGRAM MISSION

To provide comprehensive in-house planning, design, and construction management services for parks and recreation facilities; manage outside design services; and administer land acquisitions and public space management pursuant to the adopted 2019 Public Spaces Master Plan.

Planning

- Steward and implement over 200 action steps from the Public Spaces Master Plan (PSMP).
- Manage and lead the public process for park master planning for the Department of Parks and Recreation.
- Develop and manage the capital improvement program for DPR.
- Provide staff liaison services for the Park and Recreation Commission.
- Facilitate public space planning in the development of site plans and sector plans.

Design

- Provide comprehensive in-house design services for parks and recreation projects funded through Parks Maintenance Capital Program, Park Master Plan Program, Synthetic Turf Program, Trails Modernization Program, and the Neighborhood Conservation (NC) Program in compliance with the Americans with Disabilities Act (ADA).
- Provide comprehensive management of contracted design services for parks and recreation projects.

Development

- Manage construction services for parks and recreation facilities (funded through parks bonds, Pay-As-You-Go (PAYG) appropriations, Short-Term finance, Crystal City Tax Increment Fund (CCTIF), developer contributions and partnerships), site plans, and the Neighborhood Conservation Program.
- Provide comprehensive management of contracted construction and third-party testing services for parks and recreation projects.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of two positions added in FY 2020 (Principal Planner and Associate Planner) to be responsive to increases in development activity ($248,233, 2.0 FTEs), funding for Planner positions previously funded from various capital projects ($240,000), employee salary increases, adjustments to salaries resulting from job studies for planner and trades positions, and an increase in the County’s cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($1,839), partially offset by contractual increases ($14).

PLANNING, DESIGN, AND CONSTRUCTION MANAGEMENT

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,246,794	$1,246,115	$1,920,588	54%
Non-Personnel	56,217	78,580	76,755	-2%
Subtotal	1,303,011	1,324,695	1,997,343	51%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	1,303,011	1,294,450	1,967,098	52%
Total Revenues	-	-	-	-
Net Tax Support	$1,303,011	$1,294,450	$1,967,098	52%
Permanent FTEs	20.00	20.00	22.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	20.00	20.00	22.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Capital Park Bond and PAYG Project Expenditures ($000's)	$8,174	$7,168	$12,379	$23,987	$65,000	$40,000
Capital Projects in Design and Construction	22	26	27	25	25	20

- Projected increase in expenditures in FY 2018 through FY 2021 are attributable to several large-scale projects, starting in FY 2018 with Long Bridge Aquatics Center, which is expected to be complete in FY 2021. Other large-scale projects that impact spending projections from FY 2019 through FY 2021 are Mosaic Park, Jennie Dean Park, and Rosslyn Highlands Plus (WRAPS).

PARK MANAGEMENT AND CONSTRUCTION

PROGRAM MISSION

To promote a safe, attractive, and environmentally sustainable community by providing and advancing high-quality, safe, clean, and attractive parks, open spaces, and recreational facilities.

Park Management

- Manage and maintain park areas including trails, playgrounds, athletic fields, picnic shelters, dog parks, and streams. Provide services that include snow and storm clearing, custodial, and general grounds maintenance.
- Assist in providing support for special events and programs for the County as well as the County Fair.

Park Construction and Facilities

- Provide care and non-routine maintenance, repair, or replacement of Department facilities to ensure functionality, sustainability, safety, and aesthetic appeal of park amenities.
- Renovate and maintain comfort stations, picnic shelters, fences, water fountains, spray grounds, dog parks, bridges, tennis and basketball courts, kiosks, running tracks, parking lots, parks, athletic fields, and lighting systems. Support the maintenance of community and nature center equipment (e.g. displays, cabinets, etc.).
- Repair and maintain Department-owned construction and mechanized equipment.

Athletic Field Maintenance

- Ensure all athletic fields are consistently playable and safely maintained according to appropriate seasonal maintenance schedules.
- Coordinate with the Sports Commission and Planning and Development staff on implementing field fund projects and identifying fields in need of capital replacement.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of a maintenance worker from the Forestry and Landscaping line of business ($60,556, 1.0 FTE), employee salary increases, adjustments to salaries resulting from job family studies for planner and trades positions, an increase in the County's cost for employee health insurance, temporary personnel ($11,680, 0.175 temporary FTEs) with the reopening of Lubber Run Community Center and Park, and temporary personnel associated with the opening of Long Bridge Aquatics & Fitness Center ($63,501, 4.40 temporary FTEs), partially offset by lower retirement contributions based on current actuarial projections and the transfer of temporary personnel ($71,146, 1.32 temporary FTEs) to the Conservation and Interpretation line of business.
- ↑ Non-personnel increases primarily due to contractual increases ($75,360), adjustments to the annual expense for maintenance and replacement of County vehicles ($1,322), costs associated with the reopening of Lubber Run Community Center and Park ($87,000) and Long Bridge Aquatics & Fitness Center and Park ($130,000), the addition of one-time funding to provide a vehicle, equipment and supplies for the Long Bridge Aquatics & Fitness Center and Park ($85,000), and new costs for ongoing maintenance associated with recent capital improvements for parks ($137,000) including, but not limited to:
    - Nauck Town Square: open space and plaza, art, an outdoor stage, bioretention, neighborhood history/community information, sidewalk and pedestrian improvements, and site furnishings ($38,000);

PARK MANAGEMENT AND CONSTRUCTION

- Edison Park: safety surfacing, trail improvements, seat walls, boulders, fencing, benches, picnic tables, bike racks, trash and recycling receptacles, reforestation, and landscape improvements ($9,000);
- Mosaic Park: water feature, playground, multipurpose court, site furnishings, seat walls, green energy system, and landscape improvements ($75,000); and
- Benjamin Banneker Park: pathways, sod, dog exercise area, parking lot, site circulation, fencing, site furnishings, and landscape improvements ($15,000).

↑ Fee revenue increases due to an increase in outdoor facility rental rates ($26,500).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,206,223	$5,568,012	$5,766,556	4%
Non-Personnel	3,819,581	3,769,684	4,285,366	14%
Total Expenditures	9,025,804	9,337,696	10,051,922	8%
Fees	114,980	115,000	141,500	23%
Other	271,485	245,531	245,531	-
Total Revenues	386,465	360,531	387,031	7%
Net Tax Support	$8,639,339	$8,977,165	$9,664,891	8%
Permanent FTEs	63.00	62.00	63.00	
Temporary FTEs	8.07	8.07	11.33	
Total Authorized FTEs	71.07	70.07	74.33	

PERFORMANCE MEASURES

Park Construction and Facilities

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of lighted athletic field/court locations with all bulbs replaced on a preventive maintenance cycle of 18 locations per year (Goal=18/4-Year Cycle)	N/A	18	12	17	15	15
Number of lighted athletic field/court locations with bulbs replaced due to failure outside of regular maintenance cycle (Goal=0)	N/A	10	2	10	2	2
Number/% of DPR-operated playgrounds receiving the recommended two certified safety inspections per year (Goal=83/100%)	N/A	N/A	83/100%	83/100%	83/100%	83/100%
Number of tennis/basketball courts repainted/maintained/resealed on recommended five-year cycle (Goal=27/5-Year Cycle)	N/A	22	11	17	15	15

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of tennis/basketball courts closed due to disrepair or unsafe playing surfaces (Goal=0)	N/A	N/A	0	1	1	0
Number of park shelters and restrooms with preventive maintenance performed annually (Goal=13/4-Year Cycle)	N/A	7	7	7	7	7
Number of park shelters or restrooms temporarily closed due to unanticipated maintenance issues annually (Goal=0)	N/A	1	3	1	1	0
Percent of restrooms meeting daily and periodic standards of cleanliness and operability over the highest use periods (March-November)	91%	93%	93%	93%	95%	95%

- DPR began formalizing routine maintenance schedules in FY 2016 to better inform the public of the department's work in critical areas of park and facility maintenance and upkeep. The recommended schedules that DPR developed are reflected in the table above.
- Most lights have a bulb life expectancy of 5,000 hours; DPR's experience of annual usage drives a four-year replacement cycle. The number of lights may vary from site-to-site based on the size of the field/court and standards at the time of installation which impacts the total number of field/court locations maintained throughout the year. In FY 2019, extreme weather events contributed to an increase in light bulb equipment failure outside of the regular maintenance cycle.
- DPR's experience of annual usage for tennis and basketball courts drives a five-year repair and color coat cycle goal to ensure consistent, smooth, and safe playing surfaces with no cracks,

water pooling, or paint bubbling. The number of courts repaired and maintained each year fluctuates and is impacted by the size of courts, extent of repairs, and weather conditions. DPR's current funding allows DPR to maintain an average of 15 courts per year, versus the 27 courts per year needed to meet the United States Tennis Association (USTA) five-eight year cycle goal. In FY 2018, DPR was able to maintain 11 courts as larger courts were scheduled for repair. In FY 2019, DPR was able to maintain 17 courts as smaller courts were scheduled for repair.

- DPR maintains 33 restrooms and 31 shelters and is currently averaging a 7-year maintenance cycle. Due to a significant weather event in FY 2020, one restroom was removed from service in Bon Air Park.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
The number of refuse cans serviced per week (April through October)	N/A	2,928	2,928	2,940	2,980	3,010
The number of tons of recycling collected per year	16.72	22.21	23.40	25.30	27.40	27.50
The number of tons of refuse collected per year	527.65	528.68	479.50	497.59	510	515

- DPR provides service for three specific refuse routes across the County from April to October using three refuse trucks. These three trucks service all County parks, APS (mostly athletic facilities) locations, and all street cans throughout the Rosslyn/Ballston corridor.
- DPR's refuse collection standard is for each location to receive a minimum of three pickups per week during this season.

Athletic Field Maintenance

The DPR athletic field inventory is delineated into three major maintenance categories: primary (fields generally have amenities such as on-site restrooms, press boxes, and irrigation); secondary (fields are suitable for gameplay, but do not have the amenities nor irrigation of primary fields); and open grass practice (fields receive little maintenance beyond mowing and are intended mainly for practices and community play rather than regularly scheduled games). In a given year, some fields may be taken out of play to rest the turf or to allow for capital projects at those locations, reducing DPR's overall inventory available for scheduling. DPR follows industry standards recommended by the National Sports Turf Management Association regarding turf maintenance which equates to a maximum annual number of playing hours on each field, along with associated nutrient management and general maintenance, keeping the fields both playable and safe. General maintenance includes irrigation and draining maintenance, topdressing, aeration, minor resodding, seeding, and replacement/augmentation of infield mix. This is the basis for the Arlington County field scheduling and maintenance program goals; more detail can be found in the Facilities Coordination and Operations narrative.

PARK MANAGEMENT AND CONSTRUCTION

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of Diamond **Grass** Athletic Fields Maintained to Arlington Maintenance Goal (Goal: 33% each year)	15%	24%	15%	12%	22%	28%
Percent of Rectangle **Grass** Athletic Fields Maintained to Arlington Maintenance Goal (Goal: 33% each year)	22%	32%	24%	19%	29%	33%
Percent of Combination **Grass** Athletic Fields Maintained to Arlington Maintenance Goal (Goal: 33% each year)	11%	5%	33%	22%	22%	26%

- The table above demonstrates what percentage of fields received the full level of nutrient management and general maintenance within the available funding of approximately $320,000 through FY 2019. In FY 2020, the County Board added $139,000 in new ongoing funding, resulting in more investment up to the baseline levels for future years.
- As of FY 2017, most of the maintenance funding goes to the most heavily-used fields. As use is evened out across all fields, the maintenance funding will be spread across more locations. The most heavily-used fields are generally the premiere fields with more scheduling requests than other fields, resulting in more maintenance funds focused on those fields.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Grass Diamond Athletic Fields Used for All or Part of the Year	34	33	35	32	32	32
Number of Grass Rectangle Athletic Fields Used for All or Part of the Year	27	24	25	25	25	24
Number of Grass Combination Athletic Fields Used for All or Part of the Year	19	18	19	18	18	18

FORESTRY AND LANDSCAPING

PROGRAM MISSION

To manage, maintain, enhance, and protect the County's urban forests, natural, and landscaped areas.

Forestry Unit

- Perform tree maintenance, tree planting, hazardous tree removal, and technical assessments of trees in County parks, street rights-of-way, and open spaces.
- Implement strategies for staff, volunteers, and residents to preserve and enhance tree canopy coverage and forest health County-wide.
- Review development and right-of-way plans to ensure compliance with tree preservation and planting requirements, including compliance with the Chesapeake Bay Preservation Ordinance.

Landscaping Unit

- Plant trees on County property, install and maintain landscaping in parks, street islands, and on the grounds of community centers.

Invasive Plant Control

- Combine volunteer, staff, and contractor resources to help control invasive plants on County property.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of an Urban Forester position ($125,000, 1.0 FTE), employee salary increases, adjustments to salaries resulting from job studies for planner and trades positions, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections, the transfer out of a position to the Park Management and Construction line of business ($60,556, 1.0 FTE), and the transfer out of temporary personnel funds ($4,200, 0.11 temporary FTEs) to the Conservation and Interpretation line of business.

↑ Non-personnel increases primarily due to contractual increases for tree maintenance to improve the annual street tree pruning cycle ($200,000), contractual increases to expand disease and pest management for trees ($50,000), an increase in the annual expense for maintenance and replacement of County vehicles ($10,000), and the addition of one-time funding to provide a vehicle, equipment and supplies for the new Urban Forester position ($53,000).

FORESTRY AND LANDSCAPING

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,530,396	$2,769,026	$2,934,926	6%
Non-Personnel	652,812	746,982	1,075,957	44%
Total Expenditures	3,183,208	3,516,008	4,010,883	14%
Fees	114,026	93,000	93,000	-
Other	-	5,000	5,000	-
Total Revenues	114,026	98,000	98,000	-
Net Tax Support	$3,069,182	$3,418,008	$3,912,883	14%
Permanent FTEs	30.00	30.00	30.00	
Temporary FTEs	1.88	1.88	1.77	
Total Authorized FTEs	31.88	31.88	31.77	

PERFORMANCE MEASURES

Forestry Unit

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Street Trees Planted by the County/Trees Removed/Net Gain (Loss)	565/ 710/ (145)	870/ 558/ 312	906/ 755/ 151	824/ 896/ (72)	820/ 810/ 10	820/ 810/ 10
Average Pruning Cycle Rate for Street Trees (Goal =5 years)	16.6	16.2	16.5	16.3	16.3	10.0
Number of Site Plans Reviewed for Tree Impacts during Construction and Development	957	1,015	1,195	1,388	1,500	1,650
Number of Trees Distributed to Public through Tree Distribution and Tree Canopy Fund Programs	515	481	656	820	800	850
Number/Percent of Street Trees Pruned Annually	1,100/6%	1,201/6%	1,183/6%	1,223/6%	1,100/6%	1,200/6%

- DPR is directly responsible for approximately 19,500 street trees in the County's right-of-way and well over 100,000 park trees. Indirectly, the DPR policies and procedures affect the 755,000 trees located on both public and private land in the County.
- Beginning in FY 2018, actuals and estimates reflect the number of trees planted supported by the Stormwater Fund. The number of trees planted and removed, and the resulting net gain or loss, is influenced by weather conditions and fluctuates annually. In FY 2019, the net loss in tree planting was due to extreme weather events and an increase in tree planting costs. Continued impacts from tree removals are anticipated in the following years and will require an increase in the number of plantings to offset tree loss.
- The number of permits reviewed by DPR under the Chesapeake Bay Ordinance increased significantly in FY 2019. The increase is related largely to the anticipated opening of Amazon

HQ2 and associated influx of new businesses; DPR anticipates the number of site plan reviews will increase at least another 25-30 percent over the next three years.

- Based on national research, the economic value of the trees located in the County can be quantified in the following ways: $3.59 million/year of pollution removal; $1.28 million/year of carbon sequestration; and $117 thousand/year of avoided stormwater runoff. The overall structural value of Arlington's trees (e.g., the cost of having to replace a tree with a similar tree) is $1.38 billion.
- The overall tree maintenance budget was increased from approximately $275,000 to $475,000 in FY 2021, divided between tree removal and cleanup, watering, and pruning, with the additional funding directed specifically toward pruning activities.
- In FY 2019, there was an increase in public tree distribution due to increased outreach with the Tree Canopy Fund and the distribution levels are expected to remain at the increased amount.
- After planting, street trees become well-established after about two years and then require periodic maintenance and pruning.

Landscaping Unit

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total square footage of landscape beds maintained by DPR's landscape unit	392,606	432,523	443,750	458,900	455,000	508,684
Percent of landscaping maintained according to Department standards (Goal = 100%)	82%	80%	72%	67%	80%	80%

- The landscape area inventory was updated in 2016. There are 129 landscape installations currently maintained. Each landscape bed was measured, maintenance and expectation needs identified, and each bed was assigned a "Priority Level". There are four (4) "Priority Level" maintenance standards defined based on visibility/visitation and allocation of available maintenance resources. The percent of landscaping maintained each year fluctuates and is impacted by staffing levels, addition of new landscaping sites, and weather patterns; additionally, DPR's work order management system implemented in FY 2018 has allowed for more accurate tracking of landscaping maintenance.
- Landscape standards are based on the appropriateness of items planted and layout of the landscape beds along with viability, removal/replacement of dead plants and debris, minimal weeds, and appropriate levels of mulching.
- In FY 2019, new and renovated landscape areas at Barcroft, Dawson Terrace, Stafford, McCoy, Powhatan Skate Park and Nellie Custis were brought online. In FY 2020, a new landscape area is expected to come on-line for renovation at Oakland Park. In FY 2021, new landscape areas expected include Edison Park, Mosaic Park, Benjamin Banneker, Long Bridge Park, and Lubber Run Community Center.

Invasive Plant Control

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of acres "actively managed" for invasive plant control as part of the 10-year plan	213	168	164	155	160	160
Number of acres in 10-year plan that are being managed at "maintenance level"	0	51	74	104	104	104

- In FY 2012, a 10-year plan to focus on invasive plant control efforts in ecologically significant areas was initiated. Beginning in FY 2013, annual funding of $100,000 was appropriated for this plan, with this amount being added to the ongoing base in FY 2015.
- "Actively managed" acreage refers to areas treated and/or re-treated for the specific objective of controlling the spread and/or reducing the density of invasive plants. The goal of this program is to move acres to maintenance level.
- "Maintenance level" acreage refers to the total area maintained in an invasive plant-free state following active management, so that one percent or less of the originally infested area requires annual or periodic maintenance. FY 2017 is the first year that infested areas actively managed for several previous years reached maintenance level status.
- In FY 2019, due to some persistent species, DPR had to re-treat several areas, resulting in a lower amount of "actively managed" acres than the previous fiscal years. DPR was still able to successfully transition 30 acres into "maintenance level" status.
- In addition to acreage managed for invasive plant control through the 10-year plan, approximately 16 acres in Lubber Run Park are currently managed at "maintenance levels" through a dedicated ongoing planned gift to the department for this purpose.
- On the capital side, the Neighborhood Conservation (NC) program engages in "actively managing" invasive plant control in neighborhood sites. The current NC plan for FY 2011 – FY 2026 projects a total of 73 acres of active management.
- As part of the ongoing efforts to conform to Stormwater standards, the Department of Environmental Services (DES) also projects a total of 30 acres of active invasive management in the next three years.

CONSERVATION AND INTERPRETATION

PROGRAM MISSION

To provide opportunities for Arlington residents and visitors to enhance their understanding and appreciation of Arlington County's natural and historical resources.

Nature Center Programming

- Provide effective information, exhibits, scheduled interpretative programs, camps, and special events at Gulf Branch and Long Branch Nature Centers for drop-in and registered visitors.

Historical Interpretation Programming

- Provide natural, historical, and cultural interpretive programs and special events at Fort C. F. Smith and an effective rental program at the Hendry House.

Environmental Education and Park Safety

- Enforce park rules and regulations (Park Safe program), provide information for park and trail users, and celebrate the County's natural resources with special events and other seasonal programs.

Environmental Stewardship

- Implement recommendations from the Natural Resources Management Plan.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases primarily due to the reorganization of 1.0 FTE from various Parks and Natural Resources lines of business into this line of business ($50,000, 1.0 FTE), employee salary increases, adjustments to salaries resulting from job studies for planner and trades positions, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.

↑ Non-personnel increases due to contractual increases ($3,828).

CONSERVATION AND INTERPRETATION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$971,483	$984,707	$1,051,627	7%
Non-Personnel	132,198	146,746	150,574	3%
Total Expenditures	1,103,681	1,131,453	1,202,201	6%
Fees	31,900	34,000	34,000	-
Total Revenues	31,900	34,000	34,000	-
Net Tax Support	$1,071,781	$1,097,453	$1,168,201	6%
Permanent FTEs	10.00	10.00	11.00	
Temporary FTEs	1.16	1.16	1.13	
Total Authorized FTEs	11.16	11.16	12.13	

PERFORMANCE MEASURES

Nature Center and Historical Interpretation Programming

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of participants in Environmental Awareness Activities reporting increased awareness of Arlington's natural resources	97%	96%	91%	97%	94%	95%
Percent of participants in Environmental and Cultural Awareness Activities reporting a satisfaction level of "good" or "high" with programming services	98%	95%	98%	89%	95%	95%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Visitors (Annually) at Long Branch and Gulf Branch Nature Centers	20,914	20,612	21,092	20,866	21,000	21,000
Number of Participants in Environmental Awareness Activities Both at Nature Centers and in the Community	15,904	16,270	18,307	19,557	19,500	19,500
Number of Participants in Cultural Awareness Activities Both at Fort C.F. Smith and in the Community	2,172	3,188	3,501	3,652	3,500	4,000

- The increase in number of participants in Environmental Awareness Activities in FY 2019 was due to new and increased program offerings including school programs, park pop-ups, and outreach programs.

CONSERVATION AND INTERPRETATION

- The increase in number of participants in cultural awareness activities in FY 2019 was due to new and increased program offerings. The increase in participants is expected to continue in FY 2021 with the reorganization of existing personnel resources to establish a dedicated Historical Programmer position.

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Park Safe issuances, incidents, graffiti, animal violations, alcohol, and disruptive behaviors.	1,506	1,576	1,578	1,592	1,550	1,550

FACILITIES & OPERATIONS

PROGRAM MISSION

To ensure high-quality customer service to accompany safe, accessible, well-maintained, and welcoming facilities that support the delivery of enjoyable and accessible leisure opportunities.

- Provide access to recreation amenities, including 16 facilities including community centers, senior centers, fitness centers, and indoor playgrounds, which serve as places to gather, recreate and build community.
- Manage the DPR facility reservations and permit system and monitor all program use of athletic fields and indoor facilities in County parks and Arlington Public School sites designated for community use.
- Maintain transaction and household records for customers who register for and participate in DPR programs.
- Provide access to and maintain records for fee reductions for all DPR programs.
- Administer drop-in programs including: sports, youth playtime, and open gym to allow the public to access community spaces.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planner positions, the staff adjustments listed below, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
  - Addition of staff to support the new Lubber Run Community Center ($346,875, 6.0 permanent FTEs).
  - Addition of staff to support the Long Bridge Aquatics & Fitness Center and Park ($1,276,916, 18.0 permanent FTEs, 17.00 temporary FTEs).
  - The conversion of various temporary community center positions to permanent staff positions ($596,875, addition of 26.0 FTEs, decrease of 10.38 temporary FTEs)
  - Realignment of funds to establish two additional Roving Monitor positions to provide on-site supervision and communication for outdoor facilities and indoor programs ($70,000, 2.0 FTEs)
  - Transfer out of two positions (2.0 FTEs) to the Management and Leadership division.
- ↑ Non-personnel increases primarily due to operating costs associated with the reopening of Lubber Run Community Center and Park ($75,000 ongoing and $180,000 one-time) and opening of the new Long Bridge Aquatics & Fitness Center and Park ($728,250 ongoing and $285,000 one-time).
- ↑ Fee revenue increases due to an increase in outdoor facility rental rates ($88,500), Long Bridge Aquatics & Fitness Center and Park memberships, class, and rental fees ($619,600), partially offset by decreases in revenue related to community center rentals ($10,000).
- ↑ Other revenue increases due to a donation from the Boeing Company ($1,949,067) to support the maintenance and operations of Long Bridge Aquatics & Fitness Center.

FACILITIES & OPERATIONS

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,122,298	$4,608,521	$7,017,374	52%
Non-Personnel	2,017,327	1,404,699	2,679,922	91%
Total Expenditures	6,139,625	6,013,220	9,697,296	61%
Fees	1,080,826	1,125,000	1,823,100	62%
Other	-	-	1,949,067	-
Total Revenues	1,080,826	1,125,000	3,772,167	235%
Net Tax Support	$5,058,799	$4,888,220	$5,925,129	21%
Permanent FTEs	33.03	35.03	85.00	
Temporary FTEs	33.43	30.15	36.77	
Total Authorized FTEs	66.46	65.18	121.77	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of customers rating the quality of services at fitness facilities "good to excellent"	87%	91%	N/A	93%	93%	93%
Percent of users surveyed reporting quality customer service throughout the **reservation** and onsite process	88%	85%	98%	97%	98%	98%
Percent of users surveyed reporting quality customer service throughout the **registration** and onsite process	N/A	N/A	N/A	85%	90%	90%
Call Center annual volume - calls handled	N/A	N/A	N/A	24,968	26,000	26,500

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Call Center annual volume - English handled	N/A	N/A	N/A	24,022	25,000	25,000
Call Center annual volume - other languages handled	N/A	N/A	N/A	946	1,000	1,500
Number of DPR fitness memberships issued	2,940	3,067	3,176	3,303	3,303	3,303
Total hours reserved in community center rooms	170,538	155,740	154,078	152,847	155,000	160,000

- The number of DPR fitness memberships issued for the fiscal year includes full year and partial year memberships for unique individuals. Since FY 2016, fitness memberships have continually increased due to marketing efforts raising awareness of facility spaces. In FY 2019, DPR underwent a complete fitness equipment refresh in the nine fitness centers. DPR anticipates that the improvements made will continue to increase customer satisfaction and fitness center usage.
- In FY 2016, a new public survey covering all the processes related to scheduling and onsite management was instituted to give a full picture of the customer service experience to assist staff with making process improvements. One of the improvements already made was the incorporation of the Facilities Scheduling phone line into the DPR Call center, eliminating the possibility of a customer being directed to voicemail, which has directly attributed to the increase in satisfied customers. DPR continues to consolidate existing phone numbers into the call center to provide customers with one main phone number for DPR information, questions, and concerns.
- In FY 2019 DPR added the option for online reservations for community center rentals, picnic shelter rentals, and outdoor courts.
- In FY 2018, Aurora Highlands Community Center was closed for renovations resulting in a decrease in reserved community hours. The estimates remain low for FY 2019 and FY 2020 due to Lubber Run Community Center closed for construction until it reopens FY 2021. DPR anticipates reserved hours to increase with the opening of Lubber Run Community Center and Long Bridge Aquatics Facility.

Athletic Field Scheduling
Following adoption of the Public Spaces Master Plan (PSMP) in April 2019, DPR initiated a public engagement process to discuss Athletic Field Availability and Utilization. Work began with the Public Spaces Master Plan Implementation Committee in fall 2019, and staff anticipate reporting new performance measures, and field capacity data in 2020.

The DPR athletic field inventory is delineated into three major maintenance categories: primary (fields generally have amenities such as on-site restrooms, press boxes, and irrigation); secondary (fields are suitable for gameplay, but do not have the amenities nor irrigation of primary fields); and open grass practice (fields receive little maintenance beyond mowing and are intended mainly for practices and community play; not necessarily regularly scheduled games). In a given year, some fields may be taken out of play to rest the turf or to allow for capital projects at those locations, reducing DPR's overall inventory available for scheduling.

At this time, the data presented in this section only addresses the maintenance-related usage goal and illustrates the amount of time on fields that is under DPR scheduling. Arlington Public School

(APS) usage and the effect of community drop-in time has not yet been analyzed. DPR follows industry standards recommended by the National Sports Turf Management Association regarding turf maintenance which equates to a maximum number of annual playing hours on each field and a schedule of adequate maintenance and field resting, keeping the fields both playable and safe. The maximum number of hours per type of grass field is summarized below:

- For diamond fields, a maximum of 900 hours annually;
- For rectangle fields, a maximum of 800 hours annually; and
- For combination fields, a maximum of 700 hours annually.

This is the basis for the Arlington County field scheduling and maintenance program goals; more detail can be found in the Park Management and Construction narrative.

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Hours Reserved on **Grass** Athletic Fields (Diamond, Rectangle, and Combination Fields)	60,463	63,788	61,557	54,809	54,000	54,000
Hours Reserved on Open **Grass** Practice Level Fields	6,325	5,670	3,894	2,944	3,000	3,000
Hours Reserved on **Synthetic** Athletic Fields (Diamond and Rectangle)	21,761	22,294	20,194	19,813	23,300	23,300
Total Number of **Grass** Combination Athletic Fields Scheduled in **Excess** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	11/58%	14/78%	7/39%	8/42%	7/37%	6/32%

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Number of **Grass** Diamond Athletic Fields Scheduled in **Excess** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	15/44%	16/48%	16/48%	17/50%	15/45%	14/42%
Total Number of **Grass** Rectangle Athletic Fields Scheduled in **Excess** of Arlington Maintenance Goal/percent of All Fields (Goal = 0%)	2/7%	2/18%	4/17%	6/23%	4/16%	3/12%

- Projections for field reservations are based on total primetime available hours (evenings, weekends, and summer) for the current inventory.
- Reserved hours on synthetic fields decreased in FY 2018 due to a field out for synthetic replacement at Long Bridge and turf maintenance hours included in the FY 2017 data. Beginning in FY 2018, DPR does not include turf maintenance hours in reservation hours for improved reporting and transparency purposes. A sustained decline in reserved hours is anticipated for FY 2019 due to continued turf replacement at Long Bridge and Barcroft Field #6.
- Open grass practice fields include open grass areas that are large enough for scheduled practices even though they are not considered athletic fields. The additional room that is afforded by these fields when other fields are closed for renovation and maintenance must be balanced with the community's desire to have consistent, high-quality spaces for unstructured use. Hours on these fields have declined due to DPR's allocation guidelines which stress not scheduling the grass areas unless absolutely necessary.

FACILITIES & OPERATIONS

- Overall grass field reservations are projected to exceed the total number of hours prescribed by the Arlington Maintenance Goal beyond FY 2019 even as steps are taken to spread play and maintenance across the inventory through more efficient scheduling as defined by the Athletic Field Allocation Guidelines.
- In FY 2019, the following fields were closed for renovation and/or capital maintenance projects: Fairlington, HB Woodlawn, Long Bridge Fields 1 and 4 synthetic, Gunston Bubble synthetic, and the Gunston Diamond (upgraded to synthetic). These closures led to a decline in field reservations, particularly at Long Bridge.
- In FY 2020, Barcroft Field 6 synthetic replacement, Gunston Bubble (structure replacement, not turf), Madison Manor Park, Benjamin Banneker Park, and Jennie Dean Park fields 1 and 2 are expected to be closed for some time, impacting reservation depending on the length of time the fields cannot be reserved.
- In FY 2021, DPR anticipates Thomas Jefferson Upper conversion to synthetic as well as anticipated maintenance on other grass fields. The fields at Jennie Dean Park are expected to remain closed for park renovation until FY 2022.
- The number of open grass practice fields available for scheduling reflects a decline in FY 2018 and future years because of DPR’s allocation guidelines.

YOUTH AND FAMILY PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting individuals of all ages and abilities emotionally, socially, physically, and cognitively.

Youth Programs

- Provide elementary age out of school time (OST) programs and early childhood programs to build developmental assets such as interpersonal competence, caring and self-esteem, and promote healthy choices in a safe, fun, challenging, and enriching environment.
- Provide early childhood programs to young children, ages one through five, as an introduction to recreation programs, which foster healthy, creative, and active building blocks for children.

Family Programs

- Provide family recreation programs to ensure socially appropriate asset building experiences that will positively influence young people's development and family relationships.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the continuation of one-time funding ($10,200) for Lee Center program operations transition for six additional months, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases ($5,639).
- ↑ Fee revenue increases related to summer camp fees ($18,050); partially offset by decreased participation in various revenue-producing programs ($10,835).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,641,054	$1,727,858	$1,764,454	2%
Non-Personnel	99,918	71,294	76,933	8%
Total Expenditures	1,740,972	1,799,152	1,841,387	2%
Fees	900,512	885,835	893,050	1%
Total Revenues	900,512	885,835	893,050	1%
Net Tax Support	$840,460	$913,317	$948,337	4%
Permanent FTEs	13.20	13.20	13.22	
Temporary FTEs	10.82	8.32	8.32	
Total Authorized FTEs	24.02	21.52	21.54	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of parent/guardian rating overall satisfaction with Youth and Family Programs as "good to excellent"	N/A	N/A	98%	98%	98%	98%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of DPR cooperative playgroup enrollments	211	429	414	399	425	430
Number of DPR preschool enrollments	123	138	133	136	140	145
Number of Out of School Time (OST) Program total enrollments (includes break blast & holiday)	209	360	302	525	525	525
Overall satisfaction of OST School Year programs (Break Blast & Holiday)	97%	98%	97%	100%	99%	99%

- The DPR Cooperative Playgroup program began in FY 2016 as a transition from parent-run cooperative playgroups. The program is scheduled for 16-week sessions three times per year at Madison and Lee Community Centers. In FY 2017, the program was expanded to include Fairlington Community Center, resulting in an increase in enrollment. In FY 2018 and FY 2019, the Madison program experienced decreased enrollment and reduced the fall offering; however, this program will continue to build its enrollment and is expected to reach capacity by FY 2021.
- FY 2019 actuals and future year estimates for Out of School Time (OST) programs enrollment reflect the increased capacity of the programs as a result of increased program offerings for Break Blast, Winter Camps, and Spring Break Camps. The OST programs reached 100% of the increased capacity in FY 2019 and are expected to continue at this capacity in future years.

TEEN PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting teens emotionally, socially, physically, and cognitively.

- Provide programs and opportunities for teens with a focus on prevention of risky behavior that reflect an asset building framework, which positively influence young people's development.
- Create options for healthy engagement that increase physical activity, engage teens as resources, and contribute to County initiatives.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases ($482) and increased participation in revenue-producing programs ($3,623).
- ↑ Fee revenue increases related to summer camp fees ($5,837).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,030,372	$1,044,618	$1,058,354	1%
Non-Personnel	51,006	36,003	40,108	11%
Total Expenditures	1,081,378	1,080,621	1,098,462	2%
Fees	71,685	84,838	90,675	7%
Total Revenues	71,685	84,838	90,675	7%
Net Tax Support	$1,009,693	$995,783	$1,007,787	1%
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	6.69	6.13	6.13	
Total Authorized FTEs	13.69	13.13	13.13	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of participants demonstrating leadership and engagement in community	99%	99%	100%	100%	100%	100%
Percent of youth participants demonstrating positive pro-social behavior while engaged in inter-agency program collaborations	99%	99%	99%	99%	99%	99%
Percent of youth reporting overall program satisfaction as "good to excellent"	98%	99%	99%	99%	99%	99%
Number of participants served in registered Out of School Time (OST) programs	N/A	939	957	1,045	1,100	1,150

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of visits to programs	35,000	37,500	42,000	46,500	48,000	48,500
Number of times teens participated in Civic Engagement opportunities	386	256	378	427	450	475

- Teen participants in the Teen Enterprise and Amusement Management (TEAM), Teens Making a Difference (T-MAD), middle school and DJ clubs, and teen fitness volunteering were surveyed on their leadership and engagement in the community. These are asset-building activities.
- Teen participants were evaluated by staff on their positive pro-social behavior in teen Summer Junior Jams, Teen Afterschool Programs (four locations), and the T-MAD program.
- Out of School Time (OST) programs provide structured, recreational opportunities when schools are not in session. The increase in participation each year is due to additional trips and programs offered, which is expected to continue in future years.
- The number of visits to programs is a non-unique estimated count. One teen could be counted multiple times depending on the number of times they participated. The actual participant numbers for FY 2016 through FY 2019 reflect registered participants plus an estimate for drop-in programs. In FY 2019, the increase in number of visits to programs was mainly due to increased attendance at the Madison Open Bounce program and Thomas Jefferson Skate Nights, as well as the introduction of Skate Night Parties.
- The teen civic engagement measure includes service-oriented civic engagement by teens in the following programs: Youth Congress, T-MAD, Teen Summer Junior Jam program (six locations), DJ services at county events, and middle school clubs that engage in community service. In FY 2017, the measure was updated to remove TEAM events in the calculation. The increase from FY 2017 to FY 2019 reflects the growing civic engagement opportunities for teens participating in the T-MAD program, which is expected to continue in future years.

SENIOR ADULT PROGRAMS

PROGRAM MISSION

To enhance the physical and mental well-being of Arlington's diverse 55 and over population through programs and activities that foster wellness, a sense of purpose, social involvement, and successful aging.

- Manage five Countywide senior centers, including three multi-purpose centers with congregate meal sites.
- Promote and provide diverse classes and programs, as well as senior sports, fitness, and travel programs to enhance and promote successful aging and prevent isolation.
- Provide leadership and volunteer activities for seniors to foster active and productive engagement in community life.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the continuation of one-time funding ($65,000) for Lee Center program operations transition for six additional months, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of expenses related to a decrease in anticipated grant funds ($12,736), partially offset by contractual increases ($5,791).
- ↓ Revenue decreases due to a decrease in anticipated grant funds ($12,736), partially offset by fee revenue increases due to program participation increases ($1,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,412,774	$1,533,695	$1,586,192	3%
Non-Personnel	275,021	365,784	358,839	-2%
Total Expenditures	1,687,795	1,899,479	1,945,031	2%
Fees	175,003	145,013	146,013	1%
Grants	36,991	88,000	75,264	-14%
Total Revenues	211,994	233,013	221,277	-5%
Net Tax Support	$1,475,801	$1,666,466	$1,723,754	3%
Permanent FTEs	13.58	13.57	13.57	
Temporary FTEs	5.16	5.16	5.16	
Total Authorized FTEs	18.74	18.73	18.73	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	6,779	6,442	6,675	6,905	7,000	7,200
Percent of registered participants who report they are better able to follow a healthy lifestyle due to their participation	85%	91%	93%	91%	91%	91%
Percent of registered participants who report they value social contact with people in the programs	89%	89%	89%	88%	90%	90%
Percent of total senior adult fitness participants who report the program meets their fitness needs and goals "always or most of the time"	97%	96%	94%	94%	95%	95%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Meals served at congregate senior nutrition sites	10,715	11,565	12,452	12,991	13,400	13,800
Number of day trips per month	15	15	17	16	15	15
Number of individuals registered with a 55+ Gold Pass with the Office for Senior Adult Programs	2,467	3,287	3,515	3,795	3,850	3,900
Number of individuals registered with a Base Pass with the Office for Senior Adult Programs	4,312	3,155	3,204	3,119	3,200	3,200
Percent of registered participants who report the activities lift their spirits	95%	93%	93%	93%	95%	95%
Percent of registered participants who report they exercise more due to their participation	81%	82%	87%	86%	85%	85%
Percent of senior fitness participants reporting their participation enhances their strength and energy	92%	91%	92%	89%	90%	90%
Volunteer hours for the senior adult travel program	3,359	3,358	3,777	3,481	3,500	3,500

- In FY 2016, the Office of Senior Adult Programs (OSAP) began offering two membership options: the base pass, allowing for access to all OSAP programs and classes, and the Gold Pass, which allows for base pass privileges and unlimited fitness visits to all DPR fitness facilities in the County.
- In FY 2018, Arlington supported the national rebranding of the congregate meal program to the “Social 60+ Café” where the emphasis shifted from a hot meal component to dynamic programming that enhances social opportunities and encourages participation. As a result of

these changes, the program has seen participation steadily increasing from FY 2016 levels, and this trend is expected to continue.

- Each year, the average number of senior day trips per month is 15. In FY 2018 and 2019, the number of trips was slightly above the average due to less weather-related cancellations.
- Volunteer hours vary from year to year due to the variety of trip options offered and the average number of trips per month.

THERAPEUTIC RECREATION PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting individuals of all ages and abilities socially, emotionally, physically, and cognitively.

- Provide specialized and adapted programs for individuals with disabilities of all ages who are at an increased risk due to physical, social, or developmental barriers.
- Support and advocate social inclusion in general recreation programs, workshops, and classes to ensure modifications are made.
- Facilitate participants' development and maintenance of a variety of skills to meet recreation and leisure needs of youth, teens, and adults with emotional, developmental, or physical disabilities.
- Provide workforce and volunteer development opportunities to increase knowledge of the Americans with Disabilities Act, the DPR inclusion philosophy, and overall staff competency and comfort levels in providing programs and services for people of all ability levels.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to benefit election changes and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to contractual increases ($369).
- ↓ Revenue decreases due to a decrease in program participation ($1,000), partially offset by increases related to summer camp fees ($800).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$774,236	$778,211	$772,655	-1%
Non-Personnel	48,270	32,506	32,875	1%
Total Expenditures	822,506	810,717	805,530	-1%
Fees	55,051	20,932	20,732	-1%
Total Revenues	55,051	20,932	20,732	-1%
Net Tax Support	$767,455	$789,785	$784,798	-1%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	4.82	3.99	3.99	
Total Authorized FTEs	10.82	9.99	9.99	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of participants who reported a change or improvement in sensory, social, emotional, physical and cognitive domains as a result of the participation in Therapeutic Recreation programs	84%	84%	81%	N/A	80%	80%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of adults (18+) with disabilities served in general recreation programs with **support** from TR	14	17	24	20	20	22
Number of adults (18+) with disabilities served in specialized TR programs and classes	124	123	113	135	135	135
Number of youth (under age 18) with disabilities served in general recreation programs with **support** from TR	307	297	329	376	370	370
Number of youth (under age 18) with disabilities served in specialized TR programs and classes	222	170	222	157	170	175

- Support from TR staff in general programs may include provision of a staff member to assist an individual 1:1 during a program or to lower the staff-to-participant ratio, making regular observations, developing accommodation plans, training, arranging for a sign language interpreter, and/or providing regular consultation.
- In FY 2019, the number of adults served in specialized TR programs and classes increased due to extending capacity for program offerings, growth in the SPARC program (Specially Adapted Resource Clubs), and the Accessible Garden (Service Source) program.
- In FY 2018, there was a significant increase in demand for youth participation in both inclusion and adapted services. This increase in inclusion services continued in FY 2019 due to additional marketing efforts undertaken and more participants requesting 1:1 inclusion support over specialized TR programs. Enrollment in inclusion programming is expected to decrease slightly in FY 2020, due to the loss of one contracted camp that serves 6 people and is expected to remain steady in FY 2021.
- The number of youth with disabilities served in specialized TR programs and classes increased in FY 2018 due to expanded capacity in TR summer camps. The decrease in FY 2019 is reflective of the move by more participants requesting 1:1 inclusion support over specialized TR programs. Capacity is anticipated to expand in FY 2020 and beyond with more youth-oriented vendors and offerings being added.

COMMUNITY ARTS PROGRAMS

PROGRAM MISSION

To provide resources that support enjoyable and accessible leisure opportunities which enhance satisfaction in community life by benefiting individuals of all ages and abilities emotionally, socially, physically, and cognitively.

- Design program resources for leisure activities, adaptive activities, and educational programs that are developmentally appropriate for tots, youth, teens, adults, and senior adults.
- Provide leisure education training for staff, volunteers, community groups, and organizations.
- Evaluate, develop, manage, and implement County-wide community art and wellness programs through recreation-based services.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases ($1,041) and increased participation in revenue-producing programs ($7,225).
- ↑ Fee revenue increases related to summer camp fees ($16,313).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$700,123	$696,267	$709,266	2%
Non-Personnel	76,736	88,626	96,892	9%
Total Expenditures	776,859	784,893	806,158	3%
Fees	180,555	170,000	186,313	10%
Total Revenues	180,555	170,000	186,313	10%
Net Tax Support	$596,304	$614,893	$619,845	1%
Permanent FTEs	6.00	5.50	5.50	
Temporary FTEs	4.00	3.17	3.17	
Total Authorized FTEs	10.00	8.67	8.67	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cumulative number of non-unique participants provided activities through the lending program	40,994	50,553	56,607	64,960	65,000	65,000
Cumulative number of participants served through specialty visits	10,988	18,291	9,156	10,166	10,200	10,200
Number of arts specialty visits	276	294	291	313	370	370
Number of kits loaned by the lending library to programs	940	1,072	1,222	1,388	1,400	1,400

- FY 2017 through FY 2019 have seen an increase in activities provided through the lending program as a result of more activities at large special events, Out of School Time (OST) programs, and developing custom kits for summer camp themes. For example, in FY 2019, a Paint, Build, Create event served over 1,400 people and provided numerous activities from the lending program in addition to other county wide events. This measure indicates "units of service" (activities) as opposed to unique individuals.
- Cumulative number of participants served through arts specialty visits declined in FY 2018 with the elimination of the Office of Community Health unit. The number then increased in FY 2019 due to more requests from programs and staff availability.

CLASSES, SPORTS, AND CAMP PROGRAMS

PROGRAM MISSION

To provide high-quality program management of sports, classes, and camps through effective collaboration and coordination within the Department, with other County agencies, and non-profit organizations.

- Coordinate and manage recreation class, fitness, and personal training programs to meet the needs of the community and to ensure efficiency, quality assurance, and financial accountability.
- Manage County-administered sports programming in order to support individual growth, development, sportsmanship, teamwork, and a sense of community.
- Coordinate with volunteer and non-profit sports organizations to provide developmental and competitive sports leagues in order to promote healthy and active lifestyles.
- Coordinate and manage a unified camp program in collaboration with in-house and contract service providers to ensure diverse offerings that meet community needs.

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to benefit election changes, salary adjustments for new hires, and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.

↑ Non-personnel increases due to contractual increases ($71,674) and increased participation in revenue-producing programs ($21,250).

↑ Fee revenue increases due to program participation increases ($27,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$563,122	$730,370	$706,506	-3%
Non-Personnel	671,599	632,629	725,553	15%
Total Expenditures	1,234,721	1,362,999	1,432,059	5%
Fees	1,149,449	1,142,500	1,169,500	2%
Total Revenues	1,149,449	1,142,500	1,169,500	2%
Net Tax Support	$85,272	$220,499	$262,559	19%
Permanent FTEs	6.00	6.00	6.00	
Temporary FTEs	0.20	0.20	0.20	
Total Authorized FTEs	6.20	6.20	6.20	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of parents reporting that their child experienced personal growth and development by participating in County sponsored sports programs	97%	97%	97%	95%	95%	95%
Overall quality of County Administered Sports Programs (Adult)	90%	94%	96%	97%	97%	97%
Overall satisfaction with Personal Training program	N/A	N/A	N/A	97%	97%	97%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of partner groups	14	14	14	14	14	14
Number of registrations in adult sport leagues	12,272	12,043	11,414	10,459	10,500	10,500
Number of registrations in youth sports leagues	31,667	32,521	33,326	33,376	33,400	33,400

- DPR-partner groups, formerly affiliate groups, are groups whose primary purpose is to plan and deliver a program or service to Arlington residents as an extension of DPR Comprehensive Program and Service Plan. DPR staff assists the group in some program/activity development, implementation, and evaluation. The programs or services of the group are integral parts of the County's/DPR's services and are included in DPR-led marketing efforts. The group provides some type of service to the community as a direct result of their use of a DPR facility as stated in a mutual agreement.
- Over the past several years, DPR recognized a trend of shifting interest from adult sports leagues to more informal social or rental leagues; these leagues are captured in reserved hours on fields data. DPR is adjusting to this trend by restructuring some adult sport leagues by reducing the minimum team size needed to allow increased participation.
- Registrations is a count of those who have signed up for a program and not necessarily a unique participation count. For example, if a participant registers in three different leagues, that participant is counted three times.

SUPPLEMENTAL FEES PROGRAM

PROGRAM MISSION

To provide high-quality, fee-supported recreation, and leisure opportunities. Fees charged for classes and camps incorporate recovery of direct costs, which includes staff, administration, and materials.

Sports and Recreation

- Provide a variety of classes, workshops, camps, and leagues for all ages and skill-levels in arts, dance, fitness, swimming, gymnastics, sports, tennis, and personal training.

Parks and Natural Resources

- Provide conservation and interpretation programs at Long Branch and Gulf Branch nature centers and Fort C.F. Smith Park (including the rental of the Hendry House) to educate participants about the natural and cultural resources of Arlington.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Program Manager position to the Departmental Management and Leadership line of business ($134,961, 1.00 FTE) and lower retirement contributions based on current actuarial projections, partially offset by increases due to increased capacity in various revenue-producing programs ($60,452, 0.69 temporary FTEs), employee salary increases, and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to expenses related to increased capacity in revenue-producing programs ($17,904), contractual increases ($6,286), and adjustments to the annual expense for maintenance and replacement of County vehicles ($948).
- ↑ Fee revenue increases due to increased capacity in various revenue-producing programs ($122,684).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,638,621	$4,195,943	$4,113,490	-2%
Non-Personnel	1,758,573	2,084,912	2,110,050	1%
Total Expenditures	6,397,194	6,280,855	6,223,540	-1%
Fees	7,033,185	7,055,050	7,177,734	2%
Total Revenues	7,033,185	7,055,050	7,177,734	2%
Net Revenue Support	($635,991)	($774,195)	($954,194)	-23%
Permanent FTEs	29.00	29.00	28.00	
Temporary FTEs	17.01	17.24	17.93	
Total Authorized FTEs	46.01	46.24	45.93	

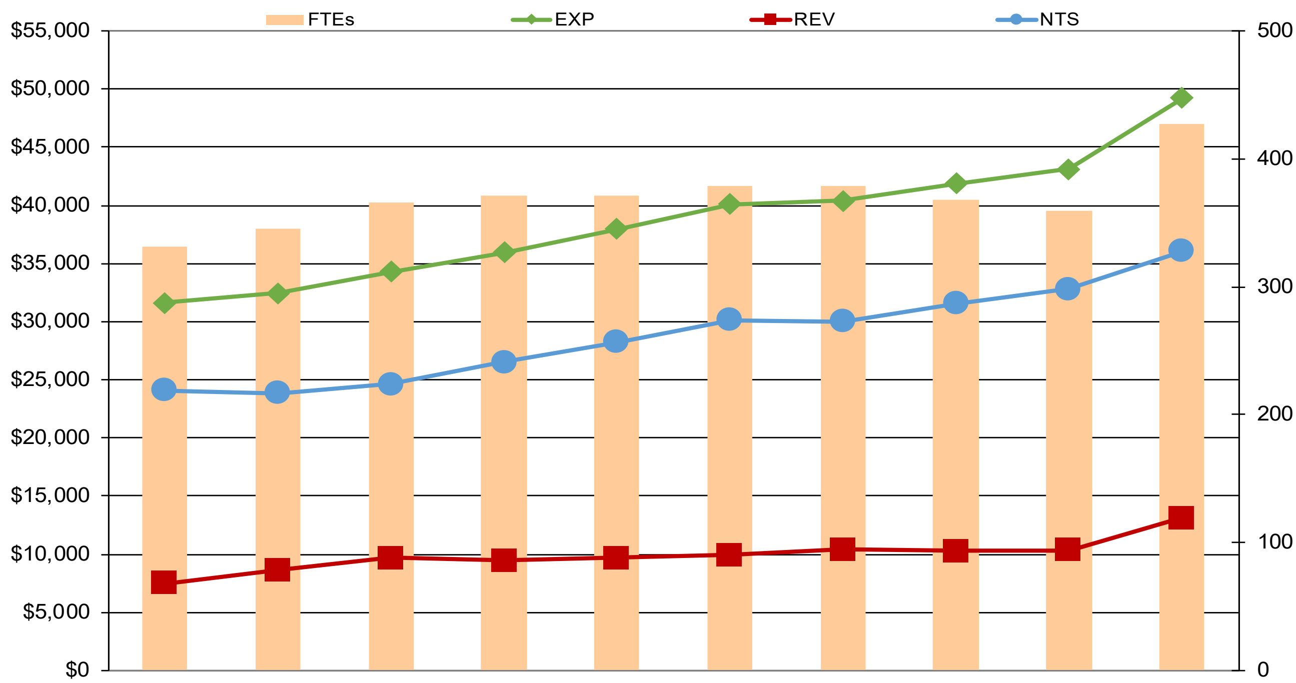
SUPPLEMENTAL FEES PROGRAM

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of parents/guardians rating overall satisfaction as "good to excellent" with DPR camps	96%	97%	97%	96%	97%	97%
Percent of customers reporting overall satisfaction of experience with DPR Enjoy Arlington classes as "good to excellent"	97%	97%	93%	93%	93%	93%
Number of Enjoy Arlington Classes Offered	N/A	N/A	N/A	4,496	4,600	4,700
Total number of Enjoy registrations	N/A	N/A	N/A	32,116	33,000	33,500
Percent of Enjoy Classes filled to maximum capacity	N/A	N/A	N/A	48%	50%	55%

- In FY 2021, three new measures are included for the Enjoy Arlington Class offerings, registrations and maximum capacity. Enjoy Arlington Classes are class programs for all ages. They include sports, dance, music, swimming, fitness, science, etc.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$31,625	$32,469	$34,273	$35,939	$37,974	$40,082	$40,416	$41,866	$43,103	$49,207
REV	$7,507	$8,616	$9,672	$9,430	$9,706	$9,931	$10,421	$10,294	$10,323	$13,140
NTS	$24,118	$23,853	$24,601	$26,509	$28,268	$30,151	$29,995	$31,571	$32,780	$36,067
FTEs	330.97	345.91	365.86	371.22	370.91	379.04	379.07	368.14	359.86	427.28

**Note that in FY 2012, Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development (AED).*

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board added a Natural Resources Manager to implement the Natural Resources Management Plan ($99,492).	1.00
	▪ The County Board restored Friday night operating hours at the Lubber Run Community Center (0.20 temporary FTE, $8,200).	0.20
	▪ The County Board restored seasonal programming at Lubber Run Amphitheatre and other locations with $20,000 of on-going funding and $25,000 of one-time funding ($45,000).	0.25
	▪ The County Board restored park and tree maintenance funding, which will also help with snow removal efforts ($152,614).	3.00
	▪ The County Board restored winter hours for twelve park restrooms ($34,508).	
	▪ The County Board restored park operating repairs for parks and outdoor facilities including tennis/basketball courts, kiosks, shelters, and walkways ($130,000).	
	▪ The County Board provided one-time funding for tree planting ($90,000).	
	▪ The County Board provided additional one-time funding of Artisphere which decreased revenue ($183,094) and increased expenses ($316,906).	
	▪ The County Board approved a one percent one-time lump sum payment for employees at the top step.	
	▪ 4.5 FTEs (3.0 permanent and 1.5 temporary FTEs, $158,529) were reallocated from Non-Departmental for the maintenance of the new Long Bridge Park Phase I Outdoor facility, which is projected to open in the fall of 2011.	4.50
	▪ Non-personnel increased primarily due to one-time equipment ($58,905) and maintenance costs ($167,205) for Long Bridge Park Phase I Outdoor facility; Virginia Highlands Park maintenance ($6,000); Parks and Natural Resources non-discretionary contractual increases for mowing, park restroom cleaning, irrigation and fence repairs, herbicide and pesticide treatments, tree pruning, and stump removal ($19,549); Therapeutic Recreation Program classes in Supplemental Fees ($5,000); Rosslyn Spectrum utilities ($13,565); Artisphere ticketing service contract for box office operations ($115,000); and Artisphere scheduling software hosting and maintenance ($21,000). These increases were partially offset by removal of one-time arts challenge grant funding from FY 2011 ($30,000) and one-time support to the non-profit organization Sister Cities International ($10,000).	
	▪ Fee revenues increased primarily due to new synthetic turf field rentals at Long Bridge Park ($155,143); increased fees for preschool, elementary after school, most summer camps, rental fees for the use of County facilities, Senior Adult Registration fee, and Farmers' Market ($120,152); and supplemental fees increases in recreation and leisure program fees in order to recover full projected direct costs and an expected increase in participation levels in these programs ($142,241). These increases were partially offset by changes in the community fitness membership, some camp and sports league revenues based on historic data ($105,269) as	

Fiscal Year	Description	FTEs
	well as the conversion of some camp programs to contract camps ($13,342) and elimination of holiday therapeutic recreation camps ($19,393).	
	▪ Other revenues decreased due to a scheduled reduction in the amount provided to Artisphere by the Rosslyn BID for direct support of center operations ($185,000), offset by an increase in gifts and donations supporting Artisphere ($50,000).	
	▪ *Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development (expense $5,284,614, revenue $1,883,658).*	*(33.77)*
FY 2013	▪ The County Board added funding to restore some weekend hours at Long Branch ($13,000) and Gulf Branch ($13,000) nature centers.	0.46
	▪ The County Board added one-time funding for invasive plant removal ($100,000).	
	▪ The County Board added one-time funding for additional tree watering ($40,304).	1.38
	▪ The County Board added one-time funding for tree planting ($52,500).	
	▪ The County Board added funding for the Northern Virginia Conservation Trust ($4,500).	
	▪ Increased funding for a full year of operation for Long Bridge Park ($76,470), partially offset by the removal of one-time equipment for Long Bridge Park Phase I Outdoor facility ($58,905). Fee revenue increases for an adjustment for full-year's synthetic turf field rentals for Long Bridge Park ($4,143).	
	▪ Addition of a Fourth of July event at Long Bridge Park ($63,285, 0.60 temporary FTE).	0.60
	▪ Added personnel and non-personnel expenses for new and renovated facilities including Penrose Square, James Hunter Park and Community Canine Area, Barcroft #6 Baseball Field, and Nauck Town Square ($177,610, 2.20 temporary FTEs).	2.20
	▪ Increased maintenance costs related to picnic shelter rental facilities added during FY 2011 ($13,564, 0.30 temporary FTE), offset by increased revenue based on FY 2011 actuals ($30,000).	0.30
	▪ Increased to the Sports and Recreation base budget for transportation's bus driver ($25,592, 0.70 temporary FTE), offset by increased revenue ($26,000).	0.70
	▪ Increased to Supplemental Fees Program's budget for classes and programs to bring the budget in line with actual activity ($605,469, 1.0 permanent FTE and 8.30 temporary FTEs), offset by an increase in revenue ($756,170).	9.30
	▪ Added funding for vehicle fuel ($40,600).	
	▪ Added funding for non-discretionary contractual increases ($100,813).	
	▪ Removal of one-time FY 2012 funding for tree planting ($90,000).	
	▪ Added on-going ($5,000) and one-time ($25,500) funding for the Out-of-School program implemented in coordination with Arlington Public	

Fiscal Year	Description	FTEs
	Schools.	
	▪ Decrease in County vehicle charges ($41,466).	
	▪ Increased revenue due to higher fees for preschool programs ($9,576), summer camps ($28,041), Junior Jam ($832), and sports leagues ($7,887).	
	▪ Increased revenue due to an increase in the number of Site Plan reviews based on FY 2011 ($24,905).	
	▪ Decreased credit card fees ($70,000).	
	▪ Decreased revenue due to fewer community fitness memberships ($47,836).	
	▪ Decreased revenue due to lower participation in group exercise classes ($114,634).	
	▪ Increased grant revenues due to higher Senior Adult congregate meal donations ($27,567).	
FY 2014	▪ The County Board added ongoing funding for a departmental Deputy Director ($128,402).	1.00
	▪ The County Board added one-time funding for invasive plant removal ($100,000).	
	▪ The County Board added ongoing funding for tree planting ($22,500).	
	▪ The County Board added ongoing funding for tree watering ($40,304).	1.38
	▪ The County Board adopted a new Senior Golf program fee to fully recover the cost of the senior golf program coordinator temporary position ($8,795).	
	▪ Added of partial year funding for the new Arlington Mill Community Center ($910,452 personnel; $570,562 non-personnel; $94,911 revenue).	20.40
	▪ Increased funding for maintenance at Long Bridge Park for amenities no longer under warranty ($6,961 personnel; $114,006 non-personnel).	0.02
	▪ Added of operating expenses for the new Washington-Lee softball field ($39,615 personnel; $36,741 non-personnel) and revenue as a reimbursement of operating expenses from Arlington Public Schools for their use of the field ($45,000).	0.50
	▪ Added maintenance funding for the new sprayground at Virginia Highlands ($35,500).	
	▪ Adjusted to fully capture TEAM programming in the teen line of business ($55,372 personnel; $36,628 non-personnel; $92,000 revenue)	1.44
	▪ Adjustment to fully capture sports programming within that line of business ($405,100 non-personnel; $483,070 revenue).	
	▪ Removed FY 2013 one-time funding including tree watering ($40,304), invasive plant removal ($100,000), tree planting ($52,500), and the out of school time survey ($25,500).	(1.38)
	▪ Non-discretionary contractual increases ($28,180).	
	▪ Increased County vehicle charges ($2,233).	
	▪ Increased field rental ($31,818) and community center rental ($58,000)	

Fiscal Year	Description	FTEs
	revenue due to increased usage.	
	▪ Increased the tennis court rental fee from $5 per hour to $10 per hour ($15,195) and increased the synthetic field rental fee of $5 per hour for residents and $10 per hour for non-residents ($15,093).	
	▪ Adjusted program revenue based on expected increases in participation including the gymnastics programs ($115,083) and swimming programs ($92,805), partially offset by decreases in fitness memberships ($60,263) and judo and martial arts programs ($40,730) due to lower participation.	
	▪ Increased grant revenue due to an increase of I-66 Bike Trail Reimbursement from the State ($15,000), partially offset by a decrease in congregate meals revenue ($2,405).	
	▪ Reduced the department-wide electricity budget ($120,000).	
	▪ Reduced the Parks and Natural Resources division's fleet by two vehicles ($12,000).	
	▪ Closed fifteen park restrooms between November 15 and March 15 ($42,600).	
	▪ Increased trail permit fees from $50 to $150 ($4,500).	
	▪ Eliminated full funding for one of three Trades Worker III Landscaping positions ($72,792).	(1.00)
	▪ Reduced landscaping and forestry supplies ($7,000).	
	▪ Moved the tree distribution program ($11,000) to the Tree Canopy Fund.	
	▪ Created a new rental Bocce court fee at $10 per hour ($3,000).	
	▪ Increased grass field rentals by $5 per hour for residents and $10 per hour for non-residents ($17,200).	
	▪ Held the Recreation Supervisor for Preschool Programs, the Planning Team Supervisor, and one Management and Budget Specialist position vacant for six months ($185,434).	
	▪ Eliminated the County-wide Halloween party ($1,149 personnel; $1,300 non-personnel).	(0.03)
	▪ Eliminated the Area Manager position in Program Resources ($132,886).	(1.00)
	▪ Transferred the management of the Arlington Sports Camp to a contractor due to low enrollment ($44,103 personnel; $3,372 non-personnel; $35,500 revenue)	(1.38)
	▪ Established a $100 per team adult league field assessment fee with proceeds dedicated to the Field Fund ($50,800).	
	▪ Eliminated the subsidy to the Macedonia Baptist Church for community swim at their pool ($10,500).	
	▪ Reduced the consulting budget for web support ($6,000).	
	▪ Established a $20 program cancellation fee for any participant requesting a refund ($36,000).	
	▪ Increased the non-resident fee for Enjoy Arlington classes from $10 to $20 ($16,400).	
FY 2015	▪ The County Board added one-time funding for snow removal ($390,900)	

Fiscal Year	Description	FTEs
	and tree planting ($34,500).	
	▪ Transferred the management and administration activities of all divisions to Departmental Management and Leadership in order to show the overall cost of management in a central line of business, with no change in net tax support.	
	▪ Adjusted fee revenue to account for revenue formerly directed to administrative overhead, with no change in net tax support.	
	▪ Ongoing funding replaced one-time funding for invasive plant removal ($100,000).	
	▪ Removed FY 2014 one-time funding for Arlington Mill Community Center ($108,244).	
	▪ Removed FY 2014 one-time funding for Elementary Summer Express ($10,824 personnel; $1,600 non-personnel; $2,437 revenue), Gunston Tot Camps ($12,291 personnel; $960 non-personnel; $7,659 revenue), Summer Street Theater Program ($500 personnel; $11,500 non-personnel), Tyrol Hills Park Evening programs ($4,533 personnel; $300 non-personnel), Teen Program after school director ($24,000 personnel), Junior Jam Camps at Barcroft Center and Woodbury Park ($13,700 personnel; $5,750 non-personnel; $600 revenue), Woodbury Park Teen Club ($7,900 personnel; $400 non-personnel), Senior Art Club ($19,185 personnel); Therapeutic Recreation Winter and Spring Break Camps ($7,468 personnel; $490 non-personnel; $2,756 revenue).	(2.77)
	▪ Decreased fee revenues to capture the reduction in revenue associated with special events fee reductions ($30,000).	
	▪ Increased fee revenues for various programs based on actual revenues received in prior years ($20,478).	
	▪ Added expenses and revenue related to increasing capacity in pavilion rental ($3,151 non-personnel; $3,707 revenue).	
	▪ Adjusted expenses and revenues to fully capture County mowing expenses ($89,000 non-personnel; $89,000 revenue) and services to the County Fair Board ($30,000 non-personnel; $30,000 revenue).	
	▪ Added expenses and revenue related to an increase in site survey revenue based on actual revenue received during previous years ($11,585 non-personnel; $11,585 revenue).	
	▪ Added ongoing funding for management of urban agricultural initiatives ($100,000), approved during FY 2013, with corresponding operating expenses ($15,000).	
	▪ Added expenses and fee revenue related to increasing capacity in environmental camps ($2,804 non-personnel; $3,299 revenue).	
	▪ Added expenses and fee revenue related to increasing capacity in community center and outdoor facility rental ($154,955 personnel; $182,300 revenue).	3.34
	▪ Added expenses and fee revenue related to increasing capacity in senior adult programs ($177,169 non-personnel; $180,708 revenue).	
	▪ Added expenses and fee revenue related to increasing capacity in art camps ($16,728 personnel; $19,680 revenue).	0.38

Fiscal Year	Description	FTEs
	▪ Adjustment to fully capture sports programming within that line of business ($405,100 non-personnel; $483,070 revenue).	
	▪ Added expenses and fee revenue related to vending fees for the Fit Arlington initiative ($1,500 non-personnel; $1,500 revenue).	
	▪ Added expenses and revenue related to increased capacity in youth basketball, youth football, and youth track ($35,105 non-personnel; $41,300 revenue).	
	▪ Added expenses and revenue related to increased capacity in supplemental fees programs ($287,738 personnel; $279,751 non-personnel; $644,914 revenue).	4.41
FY 2016	▪ The County Board reduced funding for Urban Agriculture ($80,000) and eliminated ongoing support for the Kids in Action after school program ($186,020 personnel, 4.71 temporary FTEs; $36,142 non-personnel; $63,746 revenue).	(4.71)
	▪ The County Board swapped ongoing ($66,250) for one-time ($66,250) funds for tree planting, and included one-time funding to provide Kids in Action support as the program is transitioned from DPR to APS during FY 2016 ($36,681 personnel, 0.60 temporary FTEs).	0.60
	▪ Added a revenue-supported Aquatics program position ($73,536; $73,536 revenue).	1.00
	▪ Added expenses and revenue related to increased capacity in revenue producing programs ($127,035 personnel, 2.19 temporary FTEs; $86,378 non-personnel; $146,031 revenue).	2.19
	▪ Added youth and adult tournament offerings in flag football and basketball ($700 personnel, 0.20 temporary FTEs; $5,300 non-personnel; $33,000 revenue).	0.20
	▪ Added expenses for the year-round operations at Arlington Mill Community Center ($75,156 personnel, 2.10 temporary FTEs; $32,593 non-personnel) and Rocky Run ($12,890).	2.10
	▪ Increased fee revenue for Senior Adult Fitness Memberships related to the change in the membership offering from limited fitness center privileges to full fitness center privileges ($40,000).	
	▪ Decreased revenue related to an adjustment to the fee-setting model for the gymnastics and swim programs - both team and class offerings ($136,722).	
	▪ Decreased revenue due to an adjustment in estimates based on actual revenue from prior years ($57,008).	
	▪ Decreased temporary personnel funding for community centers now that all community centers will be closed on County holidays ($33,180, 0.80 temporary FTEs).	(0.80)
	▪ Decreased use of temporary funding due to operational efficiencies in Parks and Natural Resources division ($40,221, 0.89 temporary FTEs).	(0.89)
	▪ Removed one-time funding for snow removal trail equipment ($309,900) and tree planting ($30,000).	

Fiscal Year	Description	FTEs
FY 2017	▪ The County Board added ongoing funding for Trail Maintenance ($116,580 non-personnel).	
	▪ Removed one-time funding for the Elementary After-School Program ($36,681, 0.60 temporary FTEs).	(0.60)
	▪ Added expenses, personnel, and fee revenue in various revenue producing programs ($40,259 personnel, 0.37 temporary FTEs; $45,250 non-personnel; $159,560 revenue).	0.37
	▪ Added expenses, personnel and fee revenue in competitive team participation ($29,422 personnel, 1.01 temporary FTEs; $3,200 non-personnel; $68,564 revenue).	1.01
	▪ Added expenses and fee revenue in youth basketball ($41,176 non-personnel; $35,000 revenue).	
	▪ Increased capacity, personnel, and fee revenue in facilities scheduling and coordination ($13,600 personnel, 0.35 temporary FTEs; $16,000 revenue).	0.35
	▪ Increased capacity, personnel, and fee revenue in teen programs ($10,935 personnel, 0.24 temporary FTEs; $10,000 revenue).	0.24
	▪ Added new dedicated expense and revenue for Lubber Run Invasive Plant removal as a result of community donations ($5,000 non-personnel; $5,000 revenue).	
	▪ Fee revenue increases for general contract camps ($13,665), Picnic Pavilion rentals ($27,189), and youth sports leagues ($60,000).	
	▪ Decreased expenses and fee revenue in Youth and Family Programs ($45,012 non-personnel; $38,260 revenue).	
	▪ Decreased revenue in voluntary contributions in the Congregate Meals Program ($2,170).	
	▪ Decreased revenue due to a shift in the Farmers Market Management model ($13,000).	
	▪ Reduced revenue due to the Department's Cost Recovery Philosophy ($32,107) and the transfer of additional credit card transaction fees from the Treasurers line of business to the Department ($140,000).	
	▪ Converted various temporary positions to full time including temporary teacher positions in Youth and Family Programs ($49,544; conversion of 2.30 temporary FTEs to 1.26 FTEs), and a Senior Center Director position ($8,944; conversion of 0.80 temporary FTEs to 0.60 FTEs).	(1.24)
	▪ Converted seven Capital funded overstrength positions to permanent status ($12,928; 7.0 FTEs).	7.00
	▪ Authorized a Capital Asset Manager position to be funded by Pay-As-You-Go Capital with no increase to the General Fund.	1.00
	▪ Transferred ongoing funding of $205,000 for tree planting to the County's Stormwater Fund. The Department of Parks and Recreation will continue to manage this program but the funding source has changed for FY 2017.	
	▪ Added a Stormwater Program Specialist position to support the Park Management and Construction Division with practices and regulations of MS4 Stormwater compliance. The position will be funded in the Stormwater fund with no net tax support to the General Fund.	

Fiscal Year	Description	FTEs
FY 2018	▪ The County Board added funding for the Virginia Cooperative Education's Financial Education Program ($32,583).	
	▪ The County Board eliminated a Health and Movement Programmer position ($50,473, 0.50 permanent FTE) and a Departmental Management Intern Position ($49,725, 1.00 temporary FTE).	(1.50)
	▪ The County Board reduced mowing contractual services ($50,000).	
	▪ Converted revenue-supported gymnastics and aquatics class staff from temporary to permanent status ($207,355 personnel; conversion of 12.27 temporary FTEs to 11.22 permanent FTEs; $261,955 revenue).	(1.05)
	▪ Converted revenue-supported gymnastics and aquatics team staff from temporary to permanent status ($65,455 personnel; conversion of 8.84 temporary FTEs to 9.78 FTEs; $71,799 revenue), partially offset by adjustments to projected non-personnel expenses ($3,699).	0.94
	▪ Increased capacity, personnel, and fee revenue in facilities scheduling and coordination ($46,750 personnel; 1.12 temporary FTEs; $55,000 revenue)	1.12
	▪ Increased capacity, personnel, non-personnel and fee revenue in Youth and Family Programs ($37,250 personnel; 0.62 temporary FTEs; $1,710 non-personnel; $65,835 revenue).	0.62
	▪ Increased capacity, personnel and fee revenue in teen programs ($10,625 personnel; 0.22 temporary FTEs; $12,500 revenue).	0.22
	▪ Decreased capacity in a variety of DPR programs ($23,236 personnel; 0.32 temporary FTEs), increased capacity in various revenue producing programs ($60,488 non-personnel), and increased fee revenue ($35,600), offset by reduced revenue due to a decreased capacity in camps ($20,000).	(0.32)
	▪ Increased capacity in sports programs and fee revenue ($19,550 non-personnel; $26,000 revenue).	
	▪ Increased capacity in age-based programs ($8,500 non-personnel).	
	▪ Contractual increases are related to a new GIS based Work Order Management System ($106,000), and other non-discretionary contractual increases ($224,522), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($30,173).	
FY 2019	▪ Converted revenue-supported preschool program that currently operates as a Teacher without Aide to a Teacher with Paid Aide format, eliminating the parent volunteer co-op requirement ($65,512 personnel; $65,512 revenue; 3.10 permanent FTEs; reduction of 0.39 temporary FTEs).	2.71
	▪ Reallocated personnel funding based on program needs ($117,654, 1.33 temporary FTEs) and decreased capacity in various revenue-producing programs ($47,178, 0.55 temporary FTEs).	(1.88)
	▪ Non-personnel increased due to increased capacity in sports programs ($7,225), age-based programs ($5,525), various other revenue-producing programs ($77,665), the reallocation of funds from personnel to non-personnel based on program needs changing from a staff-delivery model to a contractor-delivery model for various programs ($122,438), an increase in expenses for field maintenance offset by revenue listed below	

Fiscal Year	Description	FTEs
	($12,000), an increase in anticipated grant-funded expenditures ($43,249), and non-discretionary contractual increases ($141,818). These increases are partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($60,913), and the removal of a rent expense budget for a location no longer utilized by DPR ($79,110).	
	▪ Revenue decreased due to an increase in the fee reduction budget based on prior years' actuals ($529,381), a decrease in site plan fee revenue ($2,000), decreases in anticipated revenues based on prior year's actuals ($20,425), a change in the vending program that eliminated any sales revenue received ($2,000), and the realignment of camp offerings and related revenues ($4,618). These decreases are partially offset by increased capacity in sports programs ($8,500), increased capacity in age-based programs ($1,500), increased capacity in various other revenue-producing programs ($216,586), an increase in revenue-sharing related to field maintenance expenses ($12,000), an increase in anticipated grant funds ($43,249), and the implementation of a 2.5 percent credit card convenience fee for all credit card transactions ($160,000).	
	▪ Eliminated two large vehicles from the fleet in departmental management and leadership ($46,576) and one daily use vehicle in planning, design, and construction management ($5,865).	
	▪ Reduced the Northern Virginia Conservation Trust (NVCT) budget to operating support only with no open space preservation funding in the base budget ($37,600).	
	▪ Eliminated the Volunteer Development Office ($190,600 personnel, 2.00 filled permanent FTEs; $8,633 non-personnel; $2,100 revenue).	(2.00)
	▪ Eliminated the free entertainment and programs associated with the *4th of July Celebration @ Long Bridge Park*, with the park remaining as a viewing-only location for the Washington, D.C. fireworks ($30,000, 0.74 vacant temporary FTEs; $20,000 non-personnel).	(0.74)
	▪ Eliminated support for a Virginia Cooperative Extension financial educator position ($32,583).	
	▪ Eliminated the snow blower loaner program ($20,000, 0.50 vacant temporary FTEs; $10,000 non-personnel).	(0.50)
	▪ Converted program participant transportation services to contract services ($119,606, 1.50 filled permanent FTEs, 0.99 filled temporary FTEs; reallocated $52,470 from personnel to non-personnel; $9,474 revenue).	(2.49)
	▪ Closed Carver Center for Daytime Drop-In hours ($41,172, 1.00 filled temporary FTE).	(1.00)
	▪ Eliminated the Office of Community Health ($453,097, 4.00 filled permanent FTEs, 0.13 vacant temporary FTEs; $30,141 non-personnel).	(4.13)
	▪ Eliminated the Boxing Program ($84,373, 0.90 filled permanent FTEs; $185 non-personnel).	(0.90)
	▪ Converted program participant transportation services to contract services ($5,208).	
FY 2020	▪ The County Board added one-time funding for ASPIRE! to offset	

Fiscal Year	Description	FTEs
	construction costs to develop a program site at the Arlington Mill Center ($90,000).	
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($26,600).	
	▪ Reduced the level of temporary staff across the Community Recreation Division ($245,000).	(4.72)
	▪ Eliminated a Program Specialist Position in Facilities and Operations ($145,016 personnel, 1.00 filled permanent FTE).	(1.00)
	▪ Reduced the Facility Monitor Program ($110,000 personnel, 2.32 filled and vacant temporary FTEs).	(2.32)
	▪ Eliminated one Trades Manager/Leader I in Park Management and Construction ($109,482 personnel, 1.00 vacant permanent FTE).	(1.00)
	▪ Recognized efficiencies in Supply Room and Lending program ($31,445 personnel, 0.50 filled permanent FTE, $10,000 non-personnel).	(0.50)
	▪ Increased capacity in various revenue producing programs ($100,655, 0.23 temporary FTEs).	0.23
	▪ Added 2.00 positions in the Facilities and Operations Division in preparation for the opening of Long Bridge Aquatics and Fitness Center ($110,000).	2.00
	▪ Reallocated funding from personnel to non-personnel based on program needs ($46,317, 0.96 temporary FTE) and realigned camp offerings in line with demand ($41,217, 0.73 temporary FTE).	(1.69)
	▪ Increased transfer to APS for community use of pools ($239,527) and added new fee for aquatics participants to cover pool maintenance costs.	
	▪ Increased the annual expense for maintenance and replacement of County vehicles ($15,832).	
	▪ Added new costs for ongoing maintenance associated with recent capital improvements for parks ($145,000).	
	▪ Added funds for contractual increases ($158,801).	
	▪ Removed expense budget due to new operational efficiencies in DPR ($100,000), efficiencies in utilities and fuel ($190,000).	
	▪ Decreased anticipated grant-funded expenditures and revenue ($20,717) and expenses due to participation decreases in sports programs ($6,800).	
	▪ Increased revenue for picnic shelter rentals ($5,000) and increased capacity in age-based programs ($5,000), camps ($55,000), and other revenue-producing programs ($268,614).	
	▪ Reduced revenue due to an increase in the fee reduction budget based on prior years' actuals ($260,040).	
	▪ Decreased revenue from participation in sports programs ($9,500), and age-based programs ($65,742).	
	▪ *Added a Principal Planner and Associated Planner to support increases in Amazon and ancillary development activities.*	*2.00*
	▪ *Added funds for field maintenance ($139,426).*	

ARLINGTON ECONOMIC DEVELOPMENT
Telly Tucker, Director
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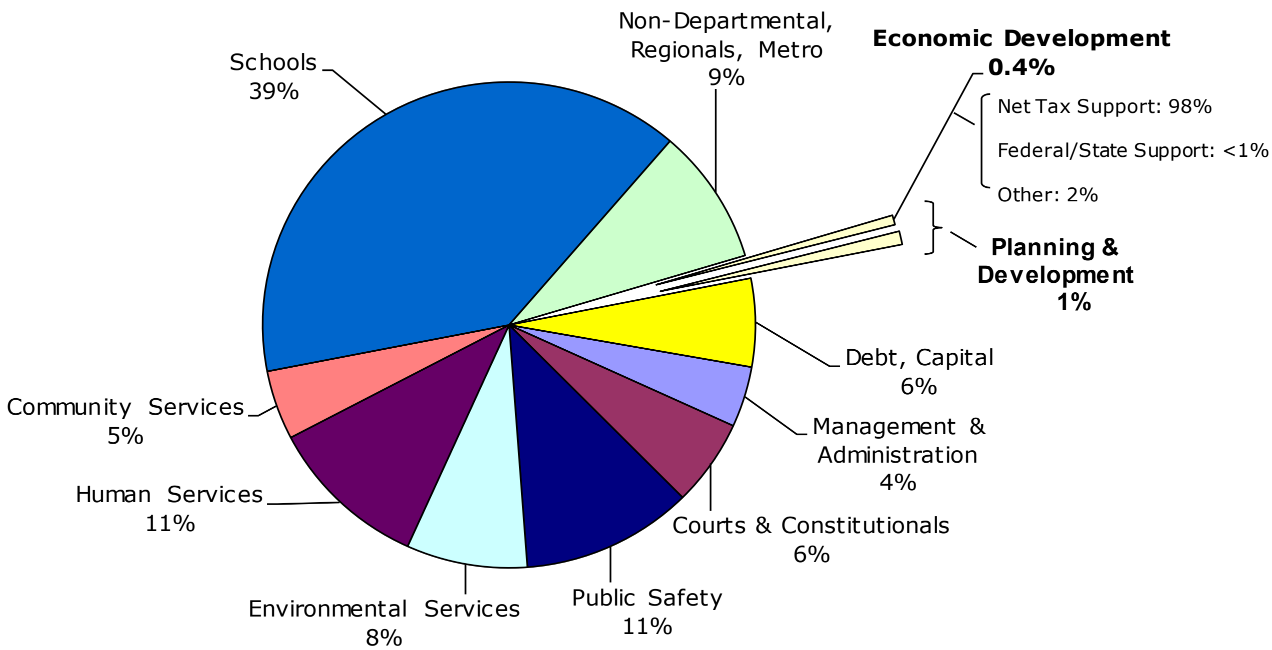
Our Mission: To continue to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors services sectors of the Arlington economy

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office/ Operations Group

Business Investment | Real Estate Development | Strategic Partnerships | Arlington Arts & Cultural Affairs | Convention & Visitors Service

Director's Office/ Operations Group
- Management & Administration
- Economic Research & Policy Analysis
- Liaison & Support
- Creative Economy
- Communications

Business Investment
- Business Recruitment
- Business Retention
- International Trade & Development
- Partnership and Alliance Development
- Small Business Support & High Growth Entrepreneurs
- Business Intelligence
- Marketing

Real Estate Development
- Planning Process Support and Input
- Policy Formation
- Regulations and Incentives Analysis
- Economic and Fiscal Analysis
- Project Management
- Outreach and information

Strategic Partnerships
- Urban Resiliency Program
- Creative Economy Initiative
- Partnerships and BIDS

Arlington Arts & Cultural Affairs
- Cultural Development
- Arts Enterprise
- Facilities Management & Technical Support
- Creative Placemaking & Engagement
- Marketing
- Public Art

Convention & Visitors Service
- Destination Marketing & Promotion
- Meetings and Conventions Sales
- Visitor and Convention Services
- Small Business and Arts Promotion
- Tourism Infrastructure
- Hospitality Community Engagement

Shaded program is located in the Travel and Tourism Fund

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for Arlington Economic Development is $8,964,301, a three percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to the restoration of ongoing funding for the Cultural Affairs Scenic Studio Manager and Facilities Manager, employee salary increases, and an increase in the County's cost for employee health insurance, the elimination of one-time funding for a now vacant Facility Technical Services Director position ($138,135, 1.0 FTE) and lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to:
  - Funding to support the partnerships including Columbia Pike Revitalization Organization ($60,000 one-time), Clarendon Alliance ($10,000 one-time; $15,000 ongoing), and Lee Highway Alliance ($25,500 ongoing), partially offset by the removal of prior year one-time funding to support the partnerships ($50,000); and
  - Funding for Arts Grants ($30,000 one-time), a pilot program for Signature Theatre to manage the Costume Shop ($70,000 one-time), Biz Launch operations ($35,000 ongoing), and contractual increase for data subscriptions ($17,980).
- ↓ Revenue decreases due to lower revenue projections based on prior year actuals ($21,366) and a reduction in the Virginia Commission for the Arts grant award ($500), partially offset by an increase in Scenic Studio fees ($12,900).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,464,755	$6,556,667	$6,557,451	-
Non-Personnel	2,325,384	2,178,978	2,406,850	10%
Subtotal	8,790,139	8,735,645	8,964,301	3%
Intra-County Charges	(2,050)	-	-	-
Total Expenditures	8,788,089	8,735,645	8,964,301	3%
Fees (Earned Income)	161,316	181,000	172,534	-5%
Grants	29,500	5,000	4,500	-10%
Total Revenues	190,816	186,000	177,034	-5%
Net Tax Support	$8,597,273	$8,549,645	$8,787,267	3%
Permanent FTEs	47.40	46.40	45.40	
Temporary FTEs	5.50	5.50	5.50	
Total Authorized FTEs	52.90	51.90	50.90	

PROGRAM MISSION

The Director's Office/Operations Group continues to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors' services sectors of the Arlington economy.

Important strategic objectives include:

1. **Management & Administration:** Provide the leadership, management, and administration of the department including budget, financial, human resources, and event support activities; coordinate the work of senior staff; and communicate/collaborate with internal agencies on economic development matters and County priorities.
2. **Economic Research & Policy Analysis**: Conduct economic and policy analyses and special studies related to current and future conditions and factors that may affect economic growth and sustainability. Manage a number of initiatives that implement strategies to address short term problems and long term changes related to the economy.
3. **Liaison & Support:** Provide liaison support and communications with external stakeholders and partnership organizations. Represent the County to all audiences related to economic development.
4. **Creative Economy:** Provide outreach, capacity-building, partnership programming, and generally support Arlington-based small businesses in the creative sectors of the economy, to include restauranteurs, musicians, filmmakers, artists, and artisans across a variety of fields and disciplines.
5. **Communications:** Provide overall marketing and outreach for the department. This includes identifying target markets, developing messaging, and implementing marketing initiatives. Marketing initiatives include a vast array of communication mediums, such as public relations, advertising, multimedia, web, social media, business events, and outreach to the business community.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to the transfer of data subscription from the Business Investment Group ($40,459) and a contractual increase for data subscriptions ($1,690).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,253,254	$2,315,540	$2,349,134	1%
Non-Personnel	511,076	501,281	543,391	8%
Total Expenditures	2,764,330	2,816,821	2,892,525	3%
Total Revenues	-	-	-	-
Net Tax Support	$2,764,330	$2,816,821	$2,892,525	3%
Permanent FTEs	15.00	15.00	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	15.00	15.00	15.00	

PERFORMANCE MEASURES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Public relations placements	141	162	127	155	150	150
Internet visits to AED website	117,966	145,376	173,248	295,275	225,000	225,000
Arlington Business Center (ABC) events	151	159	190	170	200	200
Arlington Business Center (ABC) events attendance	4,632	3,696	3,579	4,060	4,000	4,000
Social Media (Number of followers)						
Facebook	611	2,082	3,693	4,920	5,000	6,000
Twitter	2,965	3,290	3,615	4,103	4,500	5,000
LinkedIn	132	198	275	390	290	575
Clicks from social media to website	N/A	10,786	12,449	12,503	15,000	16,000
Total impressions for social media efforts	N/A	1,652,080	2,095,955	1,987,390	2,000,000	2,200,000

- Public relations placements refer to positive mentions of the Arlington business and real estate development community by local and national media sources as a result of direct influence by AED staff.
- The increased visits to the AED website in FY 2019 were primarily due to the announcement by Amazon about Arlington being selected to host part of its new major headquarter location. Website visits have maintained a slight increase due to the Amazon news but are expected to level off beginning in FY 2020.
- ABC events include all events, meetings, workshops, and trainings that take place in the Arlington Business Center ("Arlington Conference Room") including those for BizLaunch, SCORE, outside groups and partners, as well as reccurring commission meetings. Attendance is tracked via event registration and/or walk-in counts when available.
- Clicks from social media website measure tracks engagement through the number of followers for each of AED's official social media accounts, and is anticipated to increase as this has been increasing at a consistent rate.

PROGRAM MISSION

The Business Investment Group (BIG) is an award-winning team of professional information brokers for the business community in Arlington, Virginia. As a division of Arlington County government, BIG serves as the first point of contact for start-up, relocating, existing businesses, and non-profits. BIG's wide variety of programs and services help diversify the County's business base, foster a collaborative business intelligence environment, and build the capacity of local entrepreneurs.

Important strategic objectives for the Investment Group include:

1. **Business Retention and Recruitment:** Enhance Arlington's economic sustainability by diversifying the County's business base; actively attract, retain, and promote the growth of companies that are based on Arlington's strengths and target industry sectors.
2. **Small Business & Entrepreneur Support:** Provide innovative capacity-building programs that proactively respond to current SME (small and medium-sized enterprises) needs, and enhance both the capacity and competitiveness of entrepreneurs and non-profits.
3. **Catalyze the Innovation Economy:** Foster a collaborative business intelligence environment by facilitating matchmaking, partnerships, and knowledge-exchange opportunities between Arlington-based businesses, government entities, and universities.

Programs and primary activities of the Investment Group include:

- Business Recruitment
- Business Retention
- International Trade & Development
- Partnership and Alliance Development
- Small Business Support and High Growth Entrepreneurs
- Business Intelligence
- Marketing

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time funding to support the needs of local businesses along Columbia Pike ($20,000); the addition of BizLaunch funding to support events, regional conference work, and professional development ($35,000); and an increase in contractual services for data subscriptions ($16,290), partially offset by the transfer of data subscriptions ($40,459) to Director's Office/Operations.

BUSINESS INVESTMENT GROUP

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,679,187	$1,850,393	$1,904,629	3%
Non-Personnel	459,752	405,798	436,629	8%
Total Expenditures	2,138,939	2,256,191	2,341,258	4%
Total Revenues	-	-	-	-
Net Tax Support	$2,138,939	$2,256,191	$2,341,258	4%
Permanent FTEs	12.80	13.80	13.80	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.80	13.80	13.80	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Leased space (square feet) as a result of AED's efforts	1,838,247	1,200,896	1,588,468	7,305,928	800,000	1,000,000
Total number of jobs created and retained in Arlington as a result of AED's efforts (Attraction and Business Retention and Expansion efforts)	11,252	5,631	14,141	42,908	3,200	4,000
Total number of companies announcing to move to or stay in Arlington as a result of AED's efforts	44	47	39	28	35	40
Number of prospects which remained and/or expanded in Arlington as a result of AED's Business Retention & Expansion (BRE) efforts	25	22	25	18	16	25
Total number of jobs created and retained as a result of AED's Business Retention and Expansion (BRE) efforts.	8,600	2,407	13,196	4,289	1,600	2,500
Number of BizLaunch Workshop attendees	3,699	3,794	4,483	4,060	4,000	4,000
Number of BizLaunch one-on-one meetings	864	779	735	1,030	800	800

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Close rate on company prospects – percentage of company announcements to active prospects	46%	43%	58%	27%	30%	40%
Number of letters sent welcoming new businesses to Arlington	1,706	1,625	1,602	1,592	1,500	1,600
Number of times Arlington companies were engaged in Business Retention & Expansion (BRE) activities	N/A	489	681	686	500	500
Percentage of evaluations rating BizLaunch programs as excellent	94%	96%	95%	95%	95%	95%

- The jobs and leased square feet critical measures are projected to decrease in FY 2020 due to diminished capacity attributed to staff vacancies. In FY 2021, these measures are anticipated to increase as vacant positions are filled and the division returns to full capacity.
- Due to the Amazon HQ2 project, the FY 2019 jobs and leased square feet critical measure is significantly above estimates. The project, which was announced in November 2018, represents up to 6 million square feet of office space and nearly 38,000 new jobs over the next 15 years.
- Company prospects refer to companies that are actively working with AED and considering relocating or adding additional offices in Arlington.
- The close rate on company prospects decreased in FY 2019 and is projected to remain at a similar level in FY 2020 due to diminished capacity attributed to staff vacancies. In FY 2021, these measures are anticipated to increase as vacant positions are filled and the division returns to full capacity.
- The number of BizLaunch one-on-one consultations has increased because post-Amazon, there has been a significant interest by many people to open new businesses in the County. This increased demand is expected to continue in FY 2021, and an additional FTE was added to the program in FY 2020 to assist with providing consulting services.

PROGRAM MISSION

The Real Estate Development Group (REDG) builds capacity for sustainable economic growth through the thoughtful and strategic development of Arlington's urban mixed-use corridors. REDG works with county colleagues and private, non-profit, institutional, and public partners to ensure that real estate investment in Arlington is viable, regionally competitive, and in line with broader County goals and objectives.

Important strategic objectives for REDG include:

1. **Planning and Placemaking**: Provide input into ongoing County planning and regulatory processes in order to ensure County ordinances, policies, and practices create an economically vibrant and sustainable place.
2. **Competitive Building and Business Environment**: Provide outreach and information sources to our development and business community and promote County ordinances, policies, practices, and services that place Arlington in a highly competitive development and business retention/attraction position.
3. **Real Estate Analysis and Project Management:** Provide analysis of key policy issues and management of projects related to economic and fiscal impact, real estate economics, public-private partnerships, cultural facilities, and public art.

Programs and primary activities of REDG include:

- Planning process support and input
- Policy formation
- Regulations and incentives analysis
- Economic and fiscal analysis
- Project management
- Outreach and information

SIGNIFICANT BUDGET CHANGES

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

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$462,800	$460,810	$468,525	2%
Non-Personnel	1,086	5,250	5,250	-
Total Expenditures	463,886	466,060	473,775	2%
Total Revenues	-	-	-	-
Net Tax Support	$463,886	$466,060	$473,775	2%
Permanent FTEs	3.00	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	3.00	3.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Economic value of new commercial construction (in millions)	$87	$32	$375	$149	$171	$75

- In FY 2018, the majority of the increase was due to the construction and delivery timeline of Central Place, as well as a number of smaller but still impactful projects such as the Marymount Ballston Offices and the Colony House – Homewood Suites Hotel.
- The FY 2021 estimate indicates an overall decrease; however, FY 2022 is expected to increase dramatically with the delivery of several significant projects.

PROGRAM MISSION

The Strategic Partnerships and Initiatives (SPI) line of business is maintained to reflect the ongoing grant commitments by the Arlington County Board, through Arlington Economic Development, to a variety of community partnerships which are listed below. Staffing and indirect program support to individual partner organizations is reflected as part of the work plan and budget for those divisions or other County departments.

Programs and business partnerships of SPI include:

Organization	FY 2021 Grant Amount
Ballston Business Improvement District	Tax District
Crystal City Business Improvement District	Tax District
Rosslyn Business Improvement District	Tax District
Clarendon Alliance	$105,000
Columbia Pike Revitalization Organization (CPRO)	$410,000
Lee Highway Alliance	$86,000
Washington Board of Trade	$10,000
Arlington Sister Cities Association	$45,000

SIGNIFICANT BUDGET CHANGES

- ↑ Non-personnel increases due to the addition of funding for the Columbia Pike Revitalization Organization ($60,000 one-time), Clarendon Alliance ($10,000 one-time; $15,000 ongoing), and Lee Highway Alliance ($25,500 ongoing), partially offset by the removal of FY 2020 one-time funding for Lee Highway Alliance ($20,000), Clarendon Alliance ($10,000), and the Columbia Pike Revitalization Organization ($20,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,851	-	-	-
Non-Personnel	650,375	$595,500	$656,000	10%
Total Expenditures	652,226	595,500	656,000	10%
Total Revenues	-	-	-	-
Net Tax Support	$652,226	$595,500	$656,000	10%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PROGRAM MISSION

Arlington Arts and Cultural Affairs Division's (CAD) mission is to create, support, and promote the arts, connecting artists and community to reflect the diversity of Arlington. We do this by: providing material support to artists and arts organizations; integrating award-winning public art into our built environment; and presenting high quality performing and visual arts programs across the County.

Important strategic objectives for CAD include:

1. **Focus on presenting international contemporary art practice and performance:** Known as the "Gateway for Immigration into Virginia" and with a population that represents over 100 countries, Arlington can position itself uniquely in Metro DC by focusing on global art and performance. Staff has strength in contemporary programming, and curation. This also complements the international initiatives of the ACVS and BIG divisions.
2. **Community Partnerships and Engagement:** The Arlington Art Truck launched in Spring FY 2018 provides a new and innovative platform for combining a mobile artist-in-residence program with community engagement activities from Arlington County agencies and nonprofit partners. Programming was brought to locations throughout Arlington, including Arlington Public Schools, the County Fair, and Farmers Markets.
3. **Creative Placemaking:** Foster innovation and discussion of ideas through the creation of new forums that encompass technology, people, and creative spaces; brand Arlington as a hub for arts, culture, and the creative economy; leverage our unique cultural assets and market arts programming, projects, and public art to communicate value to our stakeholders.

Programs and primary activities of CAD include:

- Cultural Development
- Arts Enterprise
- Facilities Management & Technical Support
- Creative Placemaking and Engagement
- Marketing
- Public Art

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases are primarily due to the elimination of one-time funding for a now vacant Facility Technical Services Director position ($138,135, 1.0 FTE) and lower retirement contributions based on current actuarial projections, partially offset by the restoration of ongoing funding for the Scenic Studio Manager and Facilities Manager, employee salary increases, and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to the addition of funding for Arts Grants ($30,000 one-time) and a pilot program for Signature Theatre to manage the Costume Shop ($70,000 one-time), partially offset by the removal of one-time funding for Mobile Stage towing services ($4,550) and a reduction in the annual expense for maintenance and replacement of County vehicles ($1,019).
- ↓ Revenue decreases due to lowered revenue projections based on prior year actuals ($21,366) and a reduction in the Virginia Commission for the Arts grant award ($500), partially offset by an increase in Scenic Studio fees ($12,900).

ARLINGTON ARTS AND CULTURAL AFFAIRS

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,067,664	$1,929,924	$1,835,163	-5%
Non-Personnel	703,094	671,149	765,580	14%
Subtotal	2,770,758	2,601,073	2,600,743	-
Intra-County Charges	(2,050)	-	-	-
Total Expenditures	2,768,708	2,601,073	2,600,743	-
Fees	161,316	181,000	172,534	-5%
Grants	29,500	5,000	4,500	-10%
Total Revenues	190,816	186,000	177,034	-5%
Net Tax Support	$2,577,892	$2,415,073	$2,423,709	-
Permanent FTEs	16.60	14.60	13.60	
Temporary FTEs	5.50	5.50	5.50	
Total Authorized FTEs	22.10	20.10	19.10	

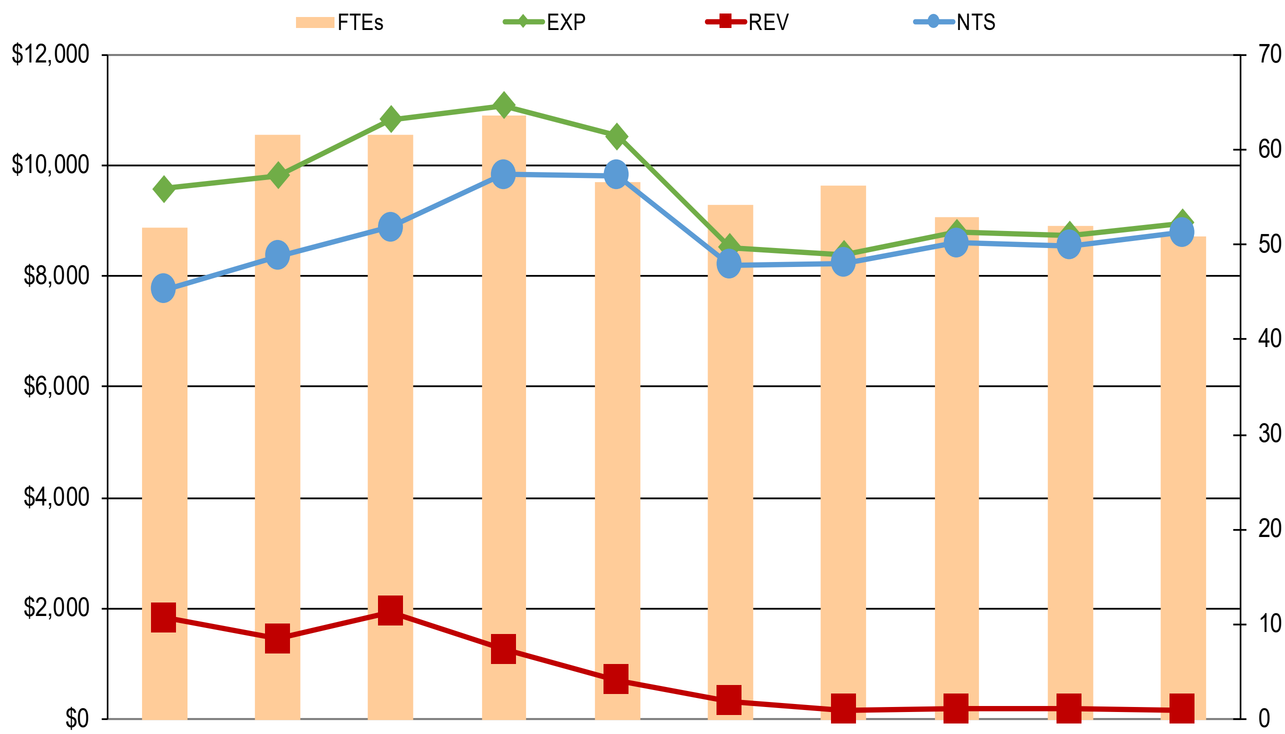
PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of County Public Art projects in development	18	19	23	24	30	28
Arlington Arts Facebook, Twitter, Instagram reach	N/A	352,914	609,022	483,187	635,000	635,000
Number of supported artists and arts organizations	44	39	33	22	18	18
Number of public performances/exhibits/ events/workshops presented by supported artists and arts organizations	N/A	301	280	235	120	120
Number of public performances/exhibits/events/workshops presented by Cultural Affairs staff	N/A	252	229	112	180	180

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of studio visitors and audiences to Lee Arts Center	4,553	4,112	4,206	4,350	4,400	4,100
Funding provided by partners for performances/exhibits/workshops/temporary and permanent public art installations curated and presented by Cultural Affairs staff (in millions)	N/A	$12.20	$1.75	$3.70	$3.50	$3.50
Number of artists paid for working in performances/exhibits/events/workshops/ temporary public art installations presented by Cultural Affairs staff	N/A	317	331	335	303	340

- FY 2020, Public Art estimates have been adjusted to reflect the increase in requests for Public Art in County projects as well as an increase in a developer onsite projects.
- In FY 2020, estimates of continued gains in social media traffic reflect both the interest in new programs and the strong performance of refreshed long-standing programs. Growth expected due to programming from the Art Truck and the Public Art programs, including new affiliations with the Hishhorn Museum and the Library of Congress. Social media traffic is expected to remain at this higher level in FY 2021.
- In FY 2020, the number of public performances/exhibits/events/workshops presented by supported artists and arts organizations is expected to decrease due to programmatic and staffing changes. It is expected to stabilize at this level in FY 2021.
- Performances/exhibits/events/workshops include those managed or funded by CAD on behalf of Business Improvement Districts, Department of Parks and Recreation, Libraries, Arlington Public Schools, and other Economic Development units.
- Funding provided by partners for performance can vary a great deal from year to year, depending on what specific projects are being worked on in each fiscal year.

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



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$9,587	$9,818	$10,829	$11,085	$10,523	$8,525	$8,401	$8,788	$8,736	$8,964
REV	$1,829	$1,448	$1,939	$1,254	$712	$320	$165	$191	$186	$177
NTS	$7,758	$8,370	$8,890	$9,831	$9,811	$8,205	$8,236	$8,597	$8,550	$8,787
FTEs	51.77	61.57	61.57	63.57	56.67	54.20	56.20	52.90	51.90	50.90

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board approved a one-time allocation of $450,000 for promoting and marketing businesses and cultural events within Arlington County, as well as enhancing small business initiatives. The employees from the Travel and Tourism Promotion Fund will be carrying out these activities from January 1, 2012 through June 30, 2012.	
	▪ Non-personnel expenses decreased due to the elimination of funding for the Ballston Partnership ($65,000) due to the creation of the Ballston Business Improvement District, the decrease in funding for the Rosslyn Renaissance ($10,000), and decrease in lease expense for the Base Realignment and Closure (BRAC) Transition Center ($23,588). This is partially offset by the restoration of funding for Greater Washington Initiative ($25,000) and increase in the annual expense for maintenance and replacement of County vehicles ($765).	
	▪ Revenues decreased due to the reduction in funding from the Rosslyn Fund trust and agency account for the Rosslyn Renaissance ($10,000) and the end of grant funding from the Virginia National Defense Industrial Authority (VNDIA) ($28,448). An extension to the length of the grant has been awarded which will keep the BRAC Transition Center open through mid-FY 2012.	
	▪ *Cultural Affairs, Cultural Affairs' Supplemental Fee Programs, and Artisphere were transferred to Arlington Economic Development from the Department of Parks and Recreation (expense $5,284,614, revenue $1,883,658).*	*33.77*
FY 2013	▪ The County Board added an Information Technology position ($125,000).	1.0
	▪ The County Board added one-year funding for the Base Realignment and Closure (BRAC) Coordinator position ($148,137) which had been previously grant funded.	1.0
	▪ The County Board added $30,000 in one-time arts challenge grant funding.	
	▪ The County Board added matching grant funding for the Clarendon Alliance ($15,000).	
	▪ The County Board added base operating funds ($15,000) and matching grant funding ($5,000) for Columbia Pike Revitalization Organization.	
	▪ Personnel expenses increased due to the County Board's addition of funding for a new Step 19 and an increase in the living wage.	
	▪ Personnel included the transfer of 3.0 FTEs from the Travel & Tourism Promotion Fund (TTPF) to the General Fund for organizational demands in the Director's Office and the Business Investment Group ($284,790).	3.0
	▪ Convention and Visitors Service transferred from the Travel & Tourism Promotion Fund (TTPF) to the General Fund ($385,624 personnel, $114,376 non-personnel, 4.8 FTEs).	4.8
	▪ Eliminated FY 2012 one-time funding for retail and small business promotion ($450,000).	

Fiscal Year	Description	FTEs
	▪ Eliminated FY 2012 one-time funding for programming at Lubber Run ($25,000).	
	▪ Eliminated funding for the Rosslyn Renaissance ($30,000) and the associated transfer of funding from the Rosslyn Fund trust and agency account ($30,000).	
	▪ Revenues decreased to reflect the relocation of the Virginia Export Assistance Center ($30,000) and changes in Artisphere operations ($228,519).	
FY 2014	▪ The County Board added one-time funding for the Base Realignment and Closure (BRAC) Coordinator position ($142,137).	1.0
	▪ The County Board added one-time funding for nonprofit capacity building for two additional grants ($20,000) and arts challenge grants ($30,000).	
	▪ Removed FY 2013 one-time funding for the BRAC Coordinator ($148,137).	(1.0)
	▪ Removed FY 2013 one-time funding for arts challenge grants ($30,000).	
	▪ The County Board added $900,000 in one-time funding for Artisphere to support personnel and non-personnel expenses, which is partially offset by the elimination of ongoing funding in the amount of $748,028.	
	▪ Revenue increased based on changes in Artisphere operational estimates for gifts and donations ($20,000), facility rental ($40,600), admission and ticket income ($118,531), which is partially offset by reductions in catering income ($132,753).	
	▪ Reduced the Arlington Arts Grants Program funding from $249,100 to $199,100 ($50,000).	
	▪ *The County Board approved 2.0 marketing management FTEs as part of FY 2013 closeout ($294,983).*	*2.0*
FY 2015	▪ The County Board added one-time funding for arts challenge grants ($30,000) and tourism promotion ($200,000).	
	▪ Removed FY 2014 one-time funding for the Base Realignment and Closure (BRAC) Coordinator position ($142,137).	(1.0)
	▪ Removed FY 2014 one-time funding for arts challenge grants ($30,000) and nonprofit capacity building ($20,000).	
	▪ Added additional funding for the Hispanic Business Counselor ($50,000).	
	▪ Added ongoing funding ($158,273) for the Base Realignment and Closure (BRAC) Coordinator position.	1.0
	▪ Replaced ongoing funding with one-time for nonprofit capacity building ($45,000).	
	▪ *Added personnel approved at FY 2014 close-out to correct the allocation for a Cultural Affairs Specialist ($9,589, 0.1 FTE).*	*0.1*
FY 2016	▪ The County Board eliminated funding for Artisphere ($946,659, 14.5 FTEs, 1.0 temporary FTE) and Ballston Science and Technology	(15.5)

Fiscal Year	Description	FTEs
	Alliance (BSTA) ($25,000). $1.3 million in one-time funding remains in net tax support for Artisphere as a contingency in order to cover costs associated with the closure of that facility.	
	▪ The County Board, using a portion of the savings from the closure of Artisphere, reallocated funding to the Cultural Affairs Division in an effort to improve artistic programming across the county and particularly along its metro corridors ($331,000 personnel, 3.5 FTEs; $165,659 non-personnel).	3.5
	▪ The County Board added on-going funding for business investment ($600,000, 5.0 FTEs), marketing ($300,000), arts grants ($16,710), and the Columbia Pike Revitalization Organization (CPRO) ($100,000).	5.0
	▪ The County Board restored one-time funding for tourism promotion ($200,000), and added one-time funding for TandemNSI ($200,000).	
	▪ Removed one-time funding for nonprofit capacity building ($45,000) and arts challenge grants ($30,000).	
	▪ *Decreased one-time funding for the closure of Artisphere at FY 2015 close-out due to lower than anticipated closure costs ($400,000).*	
FY 2017	▪ The County Board added one-time funding for the Marymount Non-Profit Resource Center to work with the Clarendon Alliance ($25,000).	
	▪ The County Board shifted $379,000 of Convention and Visitor Services funding from ongoing to one-time. This funding shift maintains the same level of support for the Travel and Tourism program.	
	▪ Increased fee revenue to align budget to actuals and anticipated receipts in Cultural Affairs programs ($9,000).	
	▪ The temporary FTE count was adjusted to reflect the number of budgeted hours already funded within the Department's budget. There was no change to net tax support (3.33 FTEs).	3.33
	▪ *After budget adoption, the County Board transferred Arlington Convention and Visitor Services from the General Fund to the Travel and Tourism Fund ($626,148, 5 FTEs, 0.80 Temporary FTEs).*	*5.80*
FY 2018	▪ The County Board added one-time funding for Arts Challenge Grants ($30,000) and one-time funding for AED to conduct a retail and market study along the Columbia Pike corridor on behalf of the Columbia Pike Revitalization Organization ($150,000).	
	▪ Converted a temporary employee from the Travel and Tourism Promotion Fund to a permanent full-time to support the front desk and operations (conversion of non-personnel to personnel $60,000, 1.0 FTEs).	1.0
	▪ Transferred in a position from the Department of Technology Services to support the sales and marketing efforts of ConnectArlington and the transfer in of sales and marketing non-personnel funding for the promotion of ConnectArlington ($130,000 personnel; $50,000 non-personnel).	1.0
	▪ Removed FY 2017 one-time funding for the Marymount Non-Profit Resource Center ($25,000).	

Fiscal Year	Description	FTEs
FY 2019	▪ The County Board added one-time funding for the Columbia Pike Revitalization Organization (CPRO) ($5,000) and one-time funding for the Lee Highway Alliance (LHA) ($25,000).	
	▪ Eliminated one vacant Strategic Partnerships Executive Liaison ($143,231).	(1.0)
	▪ Eliminated funding for the Greater Washington Hispanic Chamber of Commerce ($6,000) and decreased the ongoing commitment to Arlington Sister Cities Association ($5,000).	
	▪ Eliminated the Cultural Affairs humanities program and its associated vacant position ($77,172).	(0.8)
	▪ Eliminated a vacant Cultural Affairs new Media Curator position ($36,225).	(0.5)
	▪ Eliminated the Connect Arlington marketing program ($50,000) and associated vacant business development position ($115,964).	(1.0)
	▪ Removed one-time funding for the Columbia Pike Retail Market Study ($150,000) and Arts Challenge Grants ($30,000).	
	▪ Removed expenses ($160,825) associated with the closure of Spectrum Theatre.	
	▪ Transferred partnership funding (CPRO and LHA) from Non-Departmental ($210,500).	
FY 2020	▪ The County Board replaced ongoing funding with one-time funding for the Scenic Studio program ($108,621).	
	▪ The County Board replaced ongoing funding with one-time funding for the facility manager at 3700 South Four Mile Run Drive ($96,663).	
	▪ The County Board added one-time funding for the Mobile Stage ($4,550)	
	▪ The County Board added ongoing funding for the Cultural Affairs literary arts program ($31,000).	
	▪ The County Board added one-time funding to the Lee Highway Alliance ($20,000), the Clarendon Alliance ($10,000), and the Columbia Pike Revitalization Organization ($20,000).	
	▪ The County Board approved one-time funding to retain the Facility Technical Services Director ($151,202).	
	▪ Added ongoing funding for a small business support position ($110,285).	1.0
	▪ Reduced funding for administrative support services ($11,000).	
	▪ Reduced funding for data subscription licenses ($35,500).	
	▪ Eliminated a vacant Audio Production Specialist position ($108,143).	(1.0)
	▪ Eliminated a filled Cultural Affairs Specialist position in the Costume Lab ($70,761).	(1.0)
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($4,921).	

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT

Claude Williamson, Director

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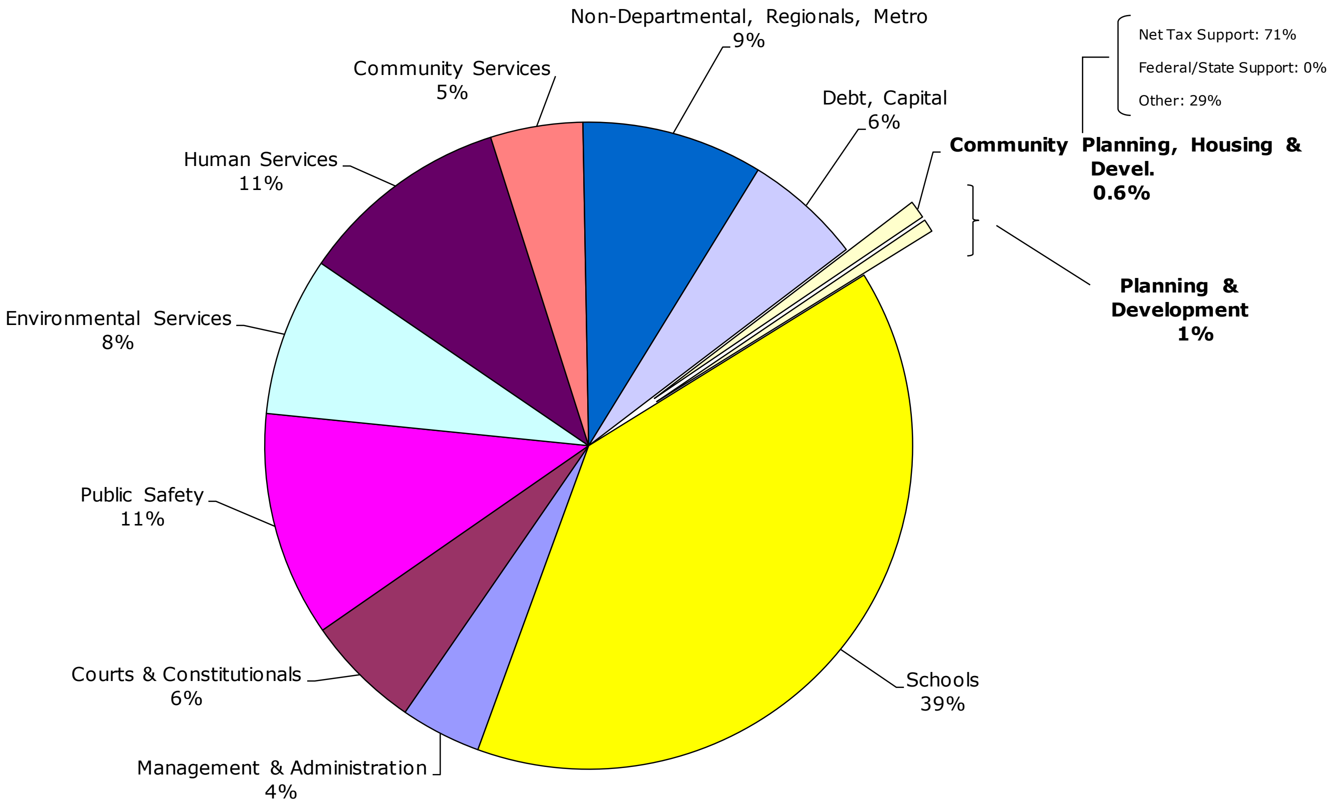
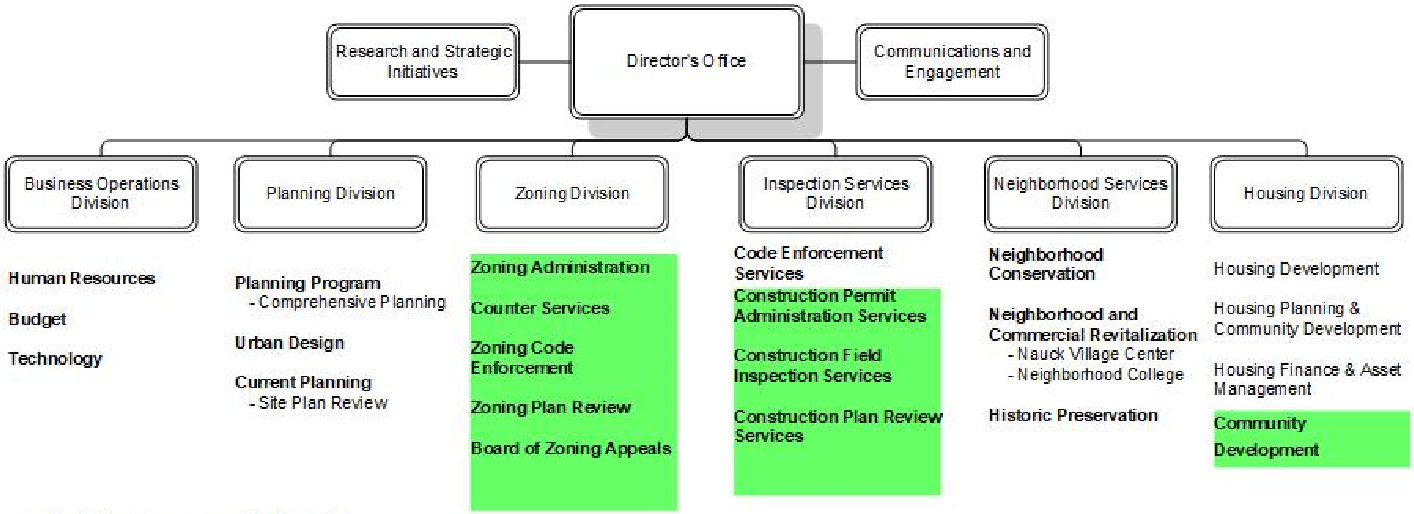
Our Mission: To promote the improvement, conservation, and revitalization of Arlington's physical and social environment

FY 2021 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Shaded programs are part of other funds.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Community Planning, Housing and Development is $12,413,973, a five percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to salaries resulting from job family studies for trades and planners, the addition of a Principal Planner in the Comprehensive Plan Program ($147,000, 1.0 FTE), the addition of a Principal Planner in the Housing Division ($147,000, 1.0 FTE), the increase of an Associate Planner from a 0.5 FTE to a 1.0 FTE in the Comprehensive Planning Program ($64,400, 0.5 FTE), partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of one-time funding associated with the support of the FY 2020 Census ($100,000), the transfer of the Shirlington Employment and Education Center (SEEC) funding to the Department of Human Services ($222,550), and adjustments to the annual expense for maintenance and replacement of County vehicles ($940), partially offset by an increase to the Historic Preservation program for legal advertising ($5,000), the addition of one-time funding to support an update to the County's Historic Preservation Master Plan (HPMP) ($35,000), and the addition of one-time funding for Housing Arlington to provide additional resources in the areas of consulting services, communications, and translation services ($248,750).
- ↑ Revenue increases due to an inflationary increase of 2.5 percent to Current Planning fees ($74,773) and an anticipated increase in development activity and ancillary development activity associated with Amazon ($1,133,237).

DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$9,784,241	$10,689,570	$11,280,090	6%
Non-Personnel	900,713	1,168,623	1,133,883	-3%
Total Expenditures	10,684,954	11,858,193	12,413,973	5%
Fees	1,660,952	2,356,764	3,564,773	51%
Grants	2,000	-	-	-
Miscellaneous*	150,840	-	-	-
Total Revenues	1,813,792	2,356,764	3,564,773	51%
Net Tax Support	$8,871,162	$9,501,429	$8,849,200	-7%
Permanent FTEs	83.50	82.00	84.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	83.50	82.00	84.50	

* - FY 2019 actuals include Industrial Development Authority (IDA) revenue.

DIRECTOR'S OFFICE

PROGRAM MISSION

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

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

Research and Strategic Initiatives

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

Communications and Engagement

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

DIRECTOR'S OFFICE

SIGNIFICANT BUDGET CHANGES

Due to a department re-organization, this is a new line of business in FY 2021.

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and the transfer in of the positions noted below from various lines of business, partially offset by lower retirement contributions based on current actuarial projections.
  - Business Operations Division: Department Director (1.0 FTE), an Assistant to the Department Director (1.0 FTE), and a Management Analyst (0.5 FTE)
  - Comprehensive Planning: Communications Manager (1.0 FTE) and Communications Specialist I (1.0 FTE)
  - Urban Design: Principal Planner (1.0 FTE) and an Associate Planner (1.0 FTE)
  - Neighborhood Commercial Revitalization: Communications Specialist II (1.0 FTE)
  - Neighborhood Conservation: Associate Planner (1.0 FTE)
- ↑ Non-personnel increases due to the transfer in of expense budget associated with the positions above ($24,810).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$1,216,327	-
Non-Personnel	-	-	24,810	-
Total Expenditures	-	-	1,241,137	-
Total Revenues	-	-	-	-
Net Tax Support	-	-	$1,241,137	-
Permanent FTEs	-	-	8.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	8.50	

BUSINESS OPERATIONS DIVISION

PROGRAM MISSION

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of the Department Director (1.0 FTE), an Assistant to the Department Director (1.0 FTE), and a Management Analyst (0.5 FTE) to the Director's Office and lower retirement contributions based on current actuarial projections, partially offset by adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance.
- ↓ Non-personnel decreases primarily due to the transfer out of expense budget associated with the positions above to the Director's Office ($24,810).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,180,791	$1,240,128	$742,629	-40%
Non-Personnel	93,341	47,753	22,902	-52%
Total Expenditures	1,274,132	1,287,881	765,531	-41%
Total Revenues	-	-	-	-
Net Tax Support	$1,274,132	$1,287,881	$765,531	-41%
Permanent FTEs	7.50	7.50	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.50	7.50	5.00	

COMPREHENSIVE PLANNING PROGRAM

PROGRAM MISSION

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

Comprehensive Planning will focus on the following objectives:

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

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to the addition of a Principle Planner ($147,000, 1.0 FTE), the increase of an Associate Planner from a 0.5 FTE to a 1.0 FTE ($64,400, 0.5 FTE), salary increases, and an increase in the County's cost for employee health insurance, partially offset by the transfer out of a Communications Manager (1.0 FTE) and a Communications Specialist I (1.0 FTE) to the Director's Office and lower retirement contributions based on current actuarial projections.

↓ Non-personnel decreases due to the removal of one-time funding to support the FY 2020 Census ($100,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,960,443	$2,203,882	$2,261,352	3%
Non-Personnel	80,855	164,647	64,647	-61%
Total Expenditures	2,041,299	2,368,529	2,325,999	-2%
Total Revenues	-	-	-	-
Net Tax Support	$2,041,299	$2,368,529	$2,325,999	-2%
Permanent FTEs	16.50	15.50	15.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.50	15.50	15.00	

COMPREHENSIVE PLANNING PROGRAM

PERFORMANCE MEASURES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Columbia Pike form-based code applications approved	4	1	0	0	2	3
Number of major sector/area plans completed	3	0	0	1	0	1
Number of major sector/area plans underway	4	1	1	1	2	1
Number of major County Board initiated studies and special projects underway	N/A	2	2	2	3	3
Number of major County Board initiated studies and special projects completed	N/A	N/A	1	1	0	1
Number of special GLUP studies completed	1	1	2	2	1	1
Number of special GLUP studies underway	3	1	0	1	0	1
Number of Zoning ordinance amendments completed	7	6	5	7	4	8
Number of Zoning ordinance amendments underway	7	7	4	4	7	6

- The major sector/area plans (formerly labeled major County Board approved area studies) completed in FY 2019 includes the Four Mile Run Area Plan. These studies are area specific and typically have a duration lasting more than one (1) year.
- The number of major County Board initiated studies and special projects underway and completed were measures added in FY 2018. These studies generally pertain to county-wide policies.
- The number of major County Board initiated studies and special projects completed in FY 2020 decreases due to shifts in the Planning Division Work Plan and complexity of topics and community engagement.
- The major County Board initiated special study completed in FY 2019 is the Child Care Initiative Phase 1. The major County Board initiated studies and special projects underway in FY 2020 include Housing Conservation District, Missing Middle, and Public Facility Planning. The Housing Conservation District study is projected to be completed in FY 2021.

URBAN DESIGN

PROGRAM MISSION

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

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

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of a Principal Planner (1.0 FTE) and an Associate Planner (1.0 FTE) to the Director's Office, a Principal Planner (1.0 FTE) to the Current Planning section, and lower retirement contributions based on current actuarial projections, partially offset by adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$595,510	$851,141	$471,273	-45%
Non-Personnel	18,218	32,224	32,224	-
Total Expenditures	613,728	883,365	503,497	-43%
Total Revenues	-	-	-	-
Net Tax Support	$613,728	$883,365	$503,497	-43%
Permanent FTEs	6.00	6.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.00	6.00	3.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of community outreach events sponsored by Urban Design	9	9	5	5	4	4
Studies and plans initiated	2	4	5	5	5	5

- The role of the Urban Design section in leading community outreach events shifted; therefore, the number of events sponsored by the Urban Design team has decreased. The team is still participating in the outreach events in more of a supporting role.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of administrative changes reviewed for facade changes	76	78	85	82	85	85
Number of administrative changes reviewed for landscape changes	53	50	57	59	60	60
Number of facade inspections	20	18	20	19	20	20
Number of landscape and tree protection site plans reviewed	41	50	40	N/A	N/A	N/A
Number of landscape plan inspections	20	24	24	24	24	24
Number of site plans reviewed	22	22	20	21	22	22

- The program stopped completing tree protection site plan reviews in FY 2018. Therefore, the number of plans reviewed decreased.

CURRENT PLANNING

PROGRAM MISSION

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

Current Planning

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of a Principal Planner (1.0 FTE) from the Urban Design section, adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Revenue increases due to an inflationary increase of 2.5 percent to fees ($74,773) and an anticipated increase in development activity and ancillary development activity associated with Amazon ($1,108,237).

CURRENT PLANNING

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,237,268	$1,443,122	$1,603,422	11%
Non-Personnel	28,567	67,975	67,932	-
Total Expenditures	1,265,835	1,511,097	1,671,354	11%
Fees	1,656,440	2,281,764	3,464,773	52%
Total Revenues	1,656,440	2,281,764	3,464,773	52%
Net Tax Support	($390,605)	($770,667)	($1,793,419)	133%
Permanent FTEs	10.00	11.50	12.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	11.50	12.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average site plan review cycle time (days)	275	180	218	280	280	280

- The increase in the average site plan review cycle time in FY 2019 is due to the complexity of the plans received as well as the number of new applications received in response to Amazon's HQ2 decision. The increase is expected to remain in FY 2020 and FY 2021.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of administrative applications	211	242	253	228	230	230
Number of site plans approved by the County Board	6	6	5	9	10	12
Number of use permit and site plan amendment applications and reviews processed	181	199	170	192	200	200
Percent of total items on consent agenda	90%	90%	93%	94%	90%	90%

- The number of administrative applications increased in FY 2018 due to an increase in developmental activity related to new tenants entering the market.
- The increase in the number of use permit and site plan amendment applications and reviews processed in FY 2019 is expected to continue, as family day care home and child care center operators expand to capitalize on the results of the Child Care Initiative efforts, as well as site plan projects seeking amendments to accommodate revisions to their buildings.

CODE ENFORCEMENT SERVICES

PROGRAM MISSION

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

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($1,684).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,284,460	$1,006,704	$1,027,121	2%
Non-Personnel	136,903	141,618	139,934	-1%
Total Expenditures	1,421,363	1,148,322	1,167,055	2%
Fees	4,512	-	-	-
Total Revenues	4,512	-	-	-
Net Tax Support	$1,416,851	$1,148,322	$1,167,055	2%
Permanent FTEs	12.50	9.50	9.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.50	9.50	9.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of code enforcement cases identified by staff	2,897	2,534	2,459	2,356	2,500	2,500
Percentage of code enforcement cases identified by staff	82%	80%	79%	80%	80%	80%
Total number of code enforcement cases	3,532	3,178	3,078	2,942	2,800	2,800

CODE ENFORCEMENT SERVICES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of private properties cleaned of refuge and garbage, and vegetation trimmed as part of the enforcement initiative	14	10	9	7	7	7
Total number of hoarding cases	16	27	35	22	22	22

- The number of hoarding cases referred by the Arlington Hoarding Task Force or identified through proactive inspections increased in FY 2017 and FY 2018 and are attributed to improved communication between first responders and Code Enforcement staff, as well as community outreach efforts with community groups. The decrease in FY 2019 is due to a decrease in the referrals made to the County.

NEIGHBORHOOD CONSERVATION

PROGRAM MISSION

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of an Associate Planner (1.0 FTE) to the Director's Office and lower retirement contributions based on current actuarial projections, partially offset by adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance.
- ▪ This program includes 3.5 FTEs who work 100 percent on bond funded projects and are charged back to the projects. The personnel budget shown below is for only the General Fund portion of their salaries, net of the amount charged to capital projects.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change 20 to '21
Personnel	$574,305	$419,029	$308,933	-26%
Non-Personnel	2,763	13,684	13,684	-
Total Expenditures	577,068	432,713	322,617	-25%
Total Revenues	-	-	-	-
Net Tax Support	$577,068	$432,713	$322,617	-25%
Permanent FTEs	6.50	6.50	5.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	6.50	6.50	5.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Neighborhood Conservation plans and updates in progress	14	15	15	15	15	15
Number of participating neighborhoods	51	51	52	52	52	52

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Plans completed within 3 years	80%	80%	80%	80%	80%	80%

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

PROGRAM MISSION

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

Nauck Village Center (Commercial Revitalization Program)

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

Neighborhood College

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

SIGNIFICANT BUDGET CHANGES

↓ Personnel decreases due to the transfer out of a Communications Specialist II (1.0 FTE) to the Director's Office, partially offset by employee salary increases, an increase in the County's cost for employee health insurance, and retirement contributions based on current actuarial projections.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$401,619	$402,190	$292,789	-27%
Non-Personnel	50,668	70,723	70,723	-
Total Expenditures	452,287	472,913	363,512	-23%
Total Revenues	-	-	-	-
Net Tax Support	$452,287	$472,913	$363,512	-23%
Permanent FTEs	3.00	3.00	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	3.00	3.00	2.00	

PERFORMANCE MEASURES

Commercial Revitalization Program

Critical Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of commercial property owners, tenants and organizations receiving technical assistance on redevelopment and/or community improvement opportunities	50	25	10	N/A	N/A	N/A

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

- In FY 2019, the number of commercial property owners, tenants and organizations receiving technical assistance stopped being counted as staff identify a more effective way to account for interactions with property owners, tenants and orgaznizations in the community.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of major events held in Nauck Town Square	3	3	0	1	0	0
Number of public/private development projects/activities initiated or reviewed by the Nauck Revitalization Organization	0	1	1	0	1	2
Number of residents attending events and activities in the Nauck Village Center (Nauck Town Square)	300	275	0	150	0	0

- Nauck Town Square began construction in the fall of 2019 and will be completed by spring 2021.
- The Nauck Revitalization Organization (NRO) is a citizen advisory committee that is comprised of representatives from the Nauck Civic Association (NCA), property owners, and other community stakeholders. The activity estimates are based on the expected interest in the Four Mile Run Study.

Neighborhood College

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual enrollment in the Neighborhood College Program	25	25	25	22	25	50
Percent of the Neighborhood College participants satisfied with the program	96%	96%	96%	100%	100%	100%

- It is anticipated the Neighborhood College Program will provide two sessions in FY 2021 which would result in an increase in the annual enrollment in the program.

HISTORIC PRESERVATION

PROGRAM MISSION

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

Historic Preservation

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

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to adjustments to reflect actual salaries and lower retirement contributions based on current actuarial projections, partially offset by adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to an increase in legal advertising ($5,000), the addition of one-time funding to support an update to the County's Historic Preservation Master Plan (HPMP) ($35,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($828).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$446,412	$531,713	$524,563	-1%
Non-Personnel	37,817	78,906	119,734	52%
Total Expenditures	484,229	610,619	644,297	6%
Grants	2,000	-	-	-
Total Revenues	2,000	-	-	-
Net Tax Support	$482,229	$610,619	$644,297	6%
Permanent FTEs	4.00	4.00	4.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	4.00	4.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of monthly inspections completed in locally designated historic districts	50	50	50	50	50	50
Percent of applicants satisfied with the Certificate of Appropriateness (CoA) process	98%	98%	98%	98%	98%	98%
Percentage of Certificate of Appropriateness (CoA) applications approved by staff	100%	99%	98%	99%	99%	99%

HISTORIC PRESERVATION

- For monthly inspections completed, each single-property district was inspected each month (36 in total). Multiple-property districts (Maywood, Buckingham, Colonial Village, and Cambridge Courts) required four inspections per month. Additional inspections are completed on an as-needed basis.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Administrative Certificates of Appropriateness (ACoAs) approved by staff	31	22	25	23	50	60
Number of Certificate of Appropriateness (CoA) applications approved by HALRB	34	43	36	38	45	25
Number of Federal/State historic preservation-related compliance cases reviewed	38	42	40	75	75	75
Number of National Register of Historic Places nominations submitted for listing/total National Register listings	0/71	0/71	0/71	0/71	0/71	1/72
Number of new locally designated historic districts/total local districts	2/38	2/40	0/40	0/40	1/41	1/42
Number of preservation easements monitored annually	9	9	9	11	12	13
Percent of HALRB members satisfied with program support	98%	98%	98%	98%	98%	98%

- A Certificate of Appropriateness (CoA) is required for all proposed exterior alterations, new construction, and demolition within a locally-designated historic district, except for painting and routine maintenance. The CoA process involves two separate, though related, meetings that are open to the public. Both meetings occur monthly to allow the applications to be reviewed and decided upon in a timely manner.
- The number of Administrative Certificates of Appropriateness (ACoAs) approved by staff decreased in FY 2017 due to the number of requests for items that staff had the authority to approve. It is anticipated that staff approvals will continue to increase as existing local historic guidelines are updated and as new local historic districts are established.
- An increase in the approved CoA applications by the HALRB is due to an increase of property owners within local historic districts applying for CoAs.
- The FY 2019 increase in Federal/State historic preservation-related compliance cases is due to an increase in the number of telecommunications permits requiring review to assess impacts on historic properties. Increases to the number of cases is estimated to continue.
- Staff are currently preparing a Multiple Property Document of the African American historic resources in the County. Staff anticipate that at least one of the properties included in the study could rise to the level of National Register eligibility based on its architectural, historical, and/or cultural merit.

HOUSING DIVISION

PROGRAM MISSION

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

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

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

Housing Development

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

Housing Planning and Community Development

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

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

Housing Finance and Asset Management

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

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a Principal Planner ($147,000, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, adjustments to salaries resulting from job family studies for trades and planners, partially offset by adjustments to reflect actual salaries, and lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of one-time funding for Housing Arlington to provide additional resources in the areas of consulting services, communications, and translation services ($248,750), partially offset by the transfer out of the Shirlington Employment and Education Center (SEEC) to the Department of Human Services ($222,550).
- ↑ Fee revenues increase due to an increase in Outside Charges for Services ($25,000).

HOUSING DIVISION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,103,433	$2,591,661	$2,831,681	9%
Non-Personnel	451,580	551,093	577,293	5%
Total Expenditures	2,555,013	3,142,754	3,408,974	8%
Fees	-	75,000	100,000	33%
Miscellaneous*	150,840	-	-	-
Total Revenues	150,840	75,000	100,000	33%
Net Tax Support	$2,404,173	$3,067,754	$3,308,974	8%
Permanent FTEs	17.50	18.50	19.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	17.50	18.50	19.50	

* - FY 2019 actuals include Industrial Development Authority (IDA) revenue.

PERFORMANCE MEASURES

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

Housing Supply

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of CAF units approved by the County Board in the fiscal year	227	276	412	255	274	308
Number of CAF units preserved in the fiscal year (i.e., affordability extended)	0	280	177	462	77	294
Rental CAFs: Total approved in the fiscal year	219	276	408	255	270	308
Rental CAFs: County Financed	173	171	408	239	254	100
Rental CAFs: Bonus Density	46	0	0	0	16	84
Rental CAFs: Neighborhood Form-Based Code	0	105	0	16	0	124
Ownership CAFs: Total approved in the fiscal year (price-restricted ownership unit)	8	0	4	0	4	0
Ownership CAFs: County Financed (does not include Moderate Income Purchase Assistance Program loans)	0	0	0	0	0	0
Ownership CAFs: Bonus Density	8	0	4	0	4	0

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Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Ownership CAFs: Neighborhood Form-Based Code	0	0	0	0	0	0
Rental housing stock affordable to households under 60% Area Median Income (AMI) as a percentage of the total housing supply	8.4%	8.2%	8.8%	9.4%	9.4%	9.4%
Rental CAFs: Total Number (cumulative)	7,463	7,729	8,122	8,375	8,645	9,247
Total cumulative senior CAF units	1,111	1,111	1,111	1,111	1,111	1,111
Total cumulative family-sized CAF units	3,541	3,713	4,028	4,239	4,377	4,761

- A CAF is a Committed Affordable unit.
- The number of CAF units approved by the County Board in the fiscal year includes new construction CAFs and preservation by acquisition. The amount of CAF units approved in any fiscal year vary based on the number of projects approved by the County Board. Projects often differ in their size and scale.
- The "Number of CAF units approved by the County Board in the fiscal year," as well as the number of "Rental CAFs: Total approved in the Fiscal Year" and "Rental CAFs: County Financed," reflect an above-average increase in FY 2018 as a result of the Park Shirlington acquisition, which added 294 CAFs to the County's inventory of affordable housing. An increase in the number of CAF units approved is expected in FY 2021 as a result of site plan and neighborhood form-based code units located at the Greenbrier and Crystal House locations.
- The "Number of CAF units preserved in the fiscal year" shows increases in FY 2019 as a result of The Carlin and Claridge House projects. It is anticipated to decrease in FY 2020 based on the project pipeline and increase in FY 2021 as a result of Park Shirlington. The amount of CAF units preserved in any fiscal year varies based on the number of projects approved by the County Board. Projects often differ in their size and scale.
- The Neighborhood Form Based Code applies to multi-family residential areas along Columbia Pike that surround its commercial centers. This innovative, optional zoning district provides incentives for revitalization and guides redevelopment. It will help the County implement the Neighborhoods Area Plan, which defines the community's vision for transforming the Pike.
- Rental housing stock affordable to households under 60 percent AMI as a percentage of the total housing supply includes market rate affordable units (MARKs) at or below 60 percent AMI.

Housing Access

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Annual Readership of Housing Newsletter	67	828	1,200	1,734	11,000	11,500
Number of requests for housing information	4,087	2,326	1,988	1,341	1,200	1,200
Number of tenants and landlords assisted through the housing information center	1,104	908	831	742	700	700
Homeownership - homebuyer education by number of participants	219	302	238	286	260	260

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Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Homeownership - number of Moderate Income Purchase Assistance Program (MIPAP) loans	4	4	4	4	7	10
Homeownership - number of outreach events (workshops, etc.)	17	20	15	21	20	20
Number of CAF units approved that are accessible	26	33	14	14	28	12
Percent of accessible CAF units that are occupied by persons with disabilities	46%	55%	58%	58%	58%	58%
Percent of CAF units approved that are accessible	12%	12%	3%	5%	12%	6%
Tenant Assistance Fund - Number of Participants	35	17	51	42	36	15

- Housing Newsletter readership is based on a subscriber opening the newsletter only once; multiple openings from one subscriber from the same email address are not counted. In FY 2020, the Housing Newsletter subscription list was combined with the subscription list associated with the new Housing Arlington initiative.
- The number of requests for housing information, as well as the number of tenants and landlords assisted through the housing information center, is anticipated to decrease in FY 2020 due to program efficiencies realized through the implementation of an automated phone referral system that directs callers to appropriate departments and agencies, decreasing phone calls received directly by Housing staff.
- The decrease in approved accessible units in FY 2018 is primarily due to the absence of accessible units in the newly acquired Park Shirlington, which has 294 new CAFs. This property has no accessible units because of its age (i.e. accessible units were not required when it was constructed and have not been added since). Accessible units may be added as part of a future renovation, but no such plans have yet been approved. In FY 2020, it is anticipated that the percent of approved accessible CAFs will increase due to Virginia Housing Development Authority (VHDA) incentives.
- Tenant Assistance Funds (TAFs) operate for approximately three years each, and the number of participants in the Tenant Assistance program fluctuate because of large variations in project size. The decrease in participants in FY 2017 are due to two TAFs coming to an end. The increase in FY 2018 is due to the redevelopment of The Berkeley and the renovation of Culpepper Garden. A decrease in TAF participants is expected in FY 2021 due to an anticipated need.

Housing Sustainability

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
County Loan Funds Allocated in fiscal year (rounded)	$26,400,000	$32,400,000	$25,600,000	$18,100,000	$26,900,000	$16,500,000
County Loan Funds Disbursed in fiscal year (rounded)	$18,500,000	$27,800,000	$23,100,000	$29,800,000	$29,700,000	$34,800,000

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Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total Number of County Loans (cumulative)	90	98	102	110	114	114
Cumulative value of loans originated and disbursed ($millions)	$274.75	$302.55	$325.65	$355.45	$385.15	$419.95
County loan repayments and payoffs received in fiscal year (rounded)	$3,600,000	$6,100,000	$5,100,000	$10,300,000	$4,900,000	$4,410,000
Developer Contributions received in fiscal year (rounded)	$5,500,000	$4,200,000	$10,300,000	$2,500,000	$3,400,000	$2,600,000
Leveraging Ratio for County Funds Allocated in fiscal year	1:2.5	1:4.9	1:5.2	1:7.3	1:3.0	1:3.0
Leveraging Ratio for County Funds Disbursed in fiscal year	1:3.8	1:1.6	1:6.7	1:5.3	1:3.0	1:3.0
Leveraging ratio of General Fund dollars to all other sources for fiscal year	1:10	1:17	1:17	1:22	1:16	1:16
Number of CAF units reviewed and monitored for program compliance (occupancy compliance monitoring)	2,601	3,832	3,391	3,727	4,300	4,300
Number of CAF units brought into compliance as a result of occupancy monitoring efforts	17	13	11	26	20	20
Number of projects reviewed for compliance with terms of County loan (financial portfolio monitoring)	4	14	8	41	45	45
Percent of projects that are in full compliance with financial terms of County loans	100%	100%	100%	100%	100%	100%
Total number of CAF units inspected (physical inspection monitoring)	233	274	283	119	452	460
Number of CAF units brought into compliance with code as a result of physical inspection	47	70	63	41	183	190

- County Loan Funds include the annual County Board appropriation of General Fund dollars to AHIF, federal funds, loan repayments, developer contributions, and recordation tax.
- Funds Allocated and Funds Disbursed include funds for multifamily development projects only and do not include annual allocations for AHIF Housing Services ($100,000-$200,000 annually), Falls Church (approximately $50,000 annually), Tenant Assistance Funds, and Buckingham Village 3 Debt Service (approximately $1.7 million annually).
- The total number of CAF units inspected represents the total number of units entered and inspected for that fiscal year. Typically, 40 -60 percent of units for each year are found to have a deficient condition requiring correction within the compliance period. The compliance period is between 24-hours (for an emergency item like no working smoke detectors in the

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unit) and 60 days (a torn window screen). A majority of the deficient conditions will have a 30-day compliance period. All deficient conditions are eliminated before the close of the fiscal year with a majority being eliminated within the compliance period. No deficient conditions are left unaddressed.

- For financial monitoring of properties, asset management staff does an onsite review for larger owners/developers annually and a review of owners/developers with fewer properties every other year. In FY 2018, staff concentrated on APAH and AHC properties only. In FY 2019, staff added additional owners who have only one or a few properties, as well as completed more desktop reviews of owners and developers. Inspections, and other compliance metrics, are projected to increase due to the filling of a vacant position. The total number of CAF units reviewed, monitored, inspected and brought into compliance is expected to increase as a result of additional resources.
- The data for the following performance measures, both actual and estimated, fluctuate based on market conditions and loan closing dates relative to fiscal year end: "County loan repayments and payoffs received in fiscal year", "Developer Contributions received in fiscal year", and "County Loan Funds Disbursed in fiscal year". The leveraging ratio performance measures are impacted by these fluctuations.
- Loan repayments are a result of both AHIF/HOME and Community Development Block Grant (CDBG) annual payments and payoffs of outstanding loan balances for single family and multi-family loans.
- Funds allocated for tax credit projects typically do not disburse until after tax credits are awarded. This schedule is why funds allocated and funds disbursed in a given year may not align.
- The number of CAF units brought into compliance as a result of occupancy monitoring efforts refers to corrections when property managers either set the CAF rents too high, or allow over-income tenants to lease up. If errors are found at properties, compliance staff work with property managers to rectify these issues. Compliance staff also strive to prevent such errors through training and review of tenant applications for CAFs.

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

$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$9,174	$9,908	$10,377	$11,116	$11,051	$10,978	$10,981	$10,685	$11,858	$12,414
REV	$1,953	$1,601	$1,542	$1,922	$1,172	$1,464	$932	$1,814	$2,357	$3,565
NTS	$7,221	$8,307	$8,835	$9,194	$9,879	$9,514	$10,049	$8,871	$9,501	$8,849
FTEs	83.50	89.00	87.50	88.00	87.00	86.00	86.00	83.50	82.00	84.50

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board restored a planner position to address an expected increase in site plans ($105,000).	1.0
	▪ Eliminated FY 2011 one-time funds for capacity building activities for Buyers and Renters Arlington Voice ($10,000).	
	Increased the Clean-up of Property Program ($50,000).	
	▪ Increased funds ($15,000) for the Shirlington Education and Employment Center (SEEC). The additional funds added for SEEC fully offset a reduction in federal funding for SEEC (see the Community Development Fund narrative) and kept the overall County contribution to SEEC flat.	
	▪ Decreased revenue due to a decline in permitting activity ($179,000) and a decrease in the Community Services Block Grant ($63,730). This decrease is partially offset by an increase in federal grant revenue ($9,685).	
FY 2013	▪ The County Board added funding for enhanced planning capacity ($296,812).	2.50
	▪ The County Board added one-time funding to support BUGATA in its efforts to enhance tenant participation in County activities and processes ($50,000).	
	▪ Transferred in a Home Ownership Coordinator from the Community Development Fund with one-time funding ($112,577).	1.0
	▪ Transferred in of one Planner from the Community Development Fund ($104,633).	1.0
	▪ Added one Senior Housing Planner ($94,747) and addition of operating expenses for this position ($14,700).	1.0
	▪ Added funding for the staff and operating costs of the Shirlington Employment and Education Center ($85,000).	
	▪ Reduced the Community Services Block Grant ($13,053) due to declining grant revenue.	
	▪ Fees increased due to higher projected fee permitting activity ($210,000).	
	▪ Grants decreased due to decreases in the Community Services Block Grant ($13,053) and in the County's annual federal HOME Fund allocation ($71,356).	
FY 2014	▪ The County Board restored one-time funding for the Homeownership Coordinator position ($114,943).	1.0
	▪ Eliminated one part-time Principal Planner position ($61,134).	(0.5)
	Eliminated one Associate Planner position ($102,737).	(1.0)
	▪ Restored one-time funding ($18,575) for the Shirlington Education and Employment Center (SEEC).	
	▪ Restored one-time funding ($50,000) for BUGATA.	
	▪ Restored one-time funding ($50,000) for ECDC.	

Fiscal Year	Description	FTEs
	▪ Decreased revenue due to a decrease in the Community Services Block Grant ($9,930).	
FY 2015	▪ The County Board added funding to the base budget for the Homeownership Coordinator position, previously funded with one-time funding ($116,116).	
	▪ Added funding for a Principal Planner position for planning and development activities related to Crystal City and Pentagon City ($112,349).	1.0
	▪ Transferred half of a Business Systems Analyst position to the CPHD Development Fund.	(0.5)
	▪ Removed one-time funding ($18,575) for the Shirlington Education and Employment Center (SEEC).	
	▪ Removed one-time funding ($50,000) for ECDC.	
	▪ Restored one-time funding ($50,000) for BUGATA.	
FY 2016	▪ The County Board eliminated a Housing Assistant position ($47,977).	(0.5)
	▪ The County Board restored the FY 2015 one-time funding for BU-GATA ($50,000).	
	▪ Transferred half a Business Systems Analyst position to the CPHD Development Fund ($71,739).	(0.5)
	▪ Added ongoing funding ($18,275) for the Shirlington Education and Employment Center (SEEC).	
	▪ Increased fee revenue for anticipated permits and development activity ($94,958).	
	▪ Decreased revenue and expense due to a decrease in the state allocation of the Community Services Block Grant ($15,979).	
FY 2017	▪ The County Board added ongoing funding for the BU-GATA Promotora Program ($50,000).	
	▪ Grant expenses and revenue increased due to additional Community Services Bock Grant income ($32,000).	
FY 2018	▪ The County Board added an Associate Planner ($115,698) which was added to Arlington Economic Development by the County Manager in the Proposed Budget and then transferred to CPHD to focus on zoning ordinance changes or other planning work, primarily related to child care facilities.	1.0
	▪ The County Board eliminated an Office Supervisor based on an anticipated staff retirement ($88,527).	(1.0)

Fiscal Year	Description	FTEs
FY 2018	▪ Transferred a Communications Specialist II ($147,770) from the Business Operations Division to the Permits Administration Division in the CPHD Development Fund.	(1.0)
	▪ Non-personnel decreased primarily due to an accounting adjustment for how non-personnel and intra-County charges to capital projects are expensed ($47,660) and adjustments to the annual expense for the maintenance and replacement of County vehicles ($1,240), offset by an increase in Community Services Block Grant expenses ($38,550).	
	▪ Grant revenue increased due to additional Community Services Block Grant income ($38,550).	
	▪ *The County Board took action after the FY 2018 budget was adopted to transfer the Joint Facilities Advisory Committee (JFAC) support position ($116,168) from the County Manager's Office into the Planning Division.*	*1.0*
FY 2019	▪ The County Board eliminated a filled Administrative V position ($82,250).	(1.0)
	▪ The County Board eliminated a filled Planning Supervisor position ($182,885).	(1.0)
	▪ The County Board eliminated a vacant Principal Planner ($177,483).	(1.0)
	▪ The County Board reduced a full-time vacant Code Enforcement Supervisor position into a half-time position ($68,294).	(0.50)
	▪ The County Board reduced consultant funding used to implement a department-wide training program ($35,550).	
	▪ The County Board added one-time funding to restore consultant services for the Neighborhood College Program, a free civic leadership development program for people who live in Arlington and want to get more involved in their community ($40,000).	
FY 2020	▪ The County Board added $40,000 in ongoing funding to the Neighborhood College Program, no change from the FY 2019 adopted level of funding.	
	▪ Transferred three code enforcement positions to the Development Fund ($353,219).	(3.0)
	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers ($8,379).	
	▪ Reduced consultant funds used to implement in department-wide training programs ($11,850).	
	▪ Reduced consultant funds within the Historic Preservation line of business ($8,164).	
	▪ Added one and a half principal planner positions to support increased activity associated with Amazon ($225,000).	1.50

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NON-DEPARTMENTAL BUDGET SUMMARY

Non-departmental accounts include County-wide costs for insurance premiums and claims (including workers' compensation), fringe benefits for retirees (health and life insurance premiums), miscellaneous expenses, County building rent, overhead charges to certain County agencies, and contingents held for future County Board actions, such as the General Contingent and Affordable Housing Investment Fund.

NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Insurance	$5,383,824	$5,600,000	$5,600,000	-
Retiree Benefits/Health Plan Adjustment	14,119,605	17,700,000	18,400,000	4%
Miscellaneous	44,896,324	23,544,552	25,502,650	8%
Contingents	3,902,481	24,894,318	20,732,713	-17%
Total Expenditures	$68,302,234	$71,738,870	$70,235,363	-2%

INSURANCE COSTS

The County's risk financing program is comprised of commercially purchased insurance coverage and retained risks paid for through a program of self-insurance. The liability program is self-insured up to $1 million per occurrence. The program includes general liability, police legal liability, public officials' liability, and automobile liability. The County has a commercially purchased excess liability policy with limits of $10 million per occurrence with no annual aggregate. The County has exposure for property losses to a current deductible of $50,000. Losses above the deductible level are covered by a commercially purchased policy.

The County also maintains a Self-Insurance Reserve ($5,000,000) and a General Fund Operating Reserve funded at five and one-half percent of General Fund expenditures. Insurance is purchased primarily for property, general liability, and automobile liability exposures subject to prudent deductible/retention levels. Insurance is provided for real and personal property, crime, garage keepers, professional liability, and constitutional office coverage. Retained exposures include general liability, automobile damage, and related liability up to specific retention levels.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Insurance Cost	$5,383,824	$5,600,000	$5,600,000	-
Total Expenditures	$5,383,824	$5,600,000	$5,600,000	-

RETIREE BENEFITS and HEALTH PLAN ADJUSTMENT

This account includes the employer's share of retirees' health and life insurance premiums and adjustments related to the employer's share of health plan expenses for general employees.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Retirees' Health & Life Insurance	$12,094,968	$11,400,000	$11,400,000	-
Other Post Employment Benefits (OPEB - trust)	7,000,000	7,000,000	7,000,000	-
Health Plan Adjustment	(4,975,363)	(700,000)	-	-100%
Total Expenditures	$14,119,605	$17,700,000	18,400,000	4%

- OPEB funding levels are based on the most recent actuarial study and ensure that the County is fully meeting its annual required contribution to the fund. The total funding for OPEB (current costs plus future liability) is $18.4 million in FY 2021.
- The total County employee healthcare costs are expected to increase 2.5 percent for Cigna and Kaiser participants. The health plan adjustment in FY 2020 was the result of revisions to the projected health care costs during the adopted FY 2020 budget process. This adjustment was allocated to departments in the fall of CY 2019.

MISCELLANEOUS EXPENSES

These County expenses include: rent, overhead charge-backs to some County agencies, the cost of the County's annual external audit and other consulting fees, national and state association memberships (National League of Cities, National Association of Counties, Virginia Municipal League, and Virginia Association of Counties), and other miscellaneous expenses not allocated to County departments.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Facility Rent and Operating Charges	$6,020,355	$10,082,104	$13,132,397	30%
Intra-County Charges	(721,087)	(1,346,958)	(1,461,856)	9%
Consultants	1,599,728	774,514	735,088	-5%
Contracted Services	667,399	478,000	478,000	-
Memberships	131,360	157,523	232,523	48%
Special Events & Unclassified Services	118,818	148,000	150,000	1%
Employer of Choice	3,640,850	3,182,700	2,428,700	-24%
Housing Projects	28,245,541	-	-	-
Early Retirement	-	(300,000)	-	-100%
Fuel & Utility Savings	-	(138,474)	(699,345)	405%
Short-term Financing	5,193,360	8,107,143	8,107,143	-
IDA Debt Service on Ballston Skating Facility	-	2,400,000	2,400,000	-
Total Expenditures	$44,896,324	$23,544,552	$25,502,650	8%

↑ The rent costs and operating expenses in various County facilities increased for FY 2021 primarily due to the free rent associated with the renegotiated lease terms for 2100 Clarendon Boulevard.

- ↑ Intra-County charges increase due to adjustments to the rent chargeback for the Transportation Capital Fund and CPHD Development Fund.
- ↓ Consultant expenses decrease due to the addition of $100,000 in one-time funding for equity training, offset by the transfer out of $139,426 to the Department of Parks and Recreation for field maintenance.
- ↑ Memberships increase due to the addition of one-time funding for the Northern Virginia Economic Development Consortium ($75,000).
- ↓ Employer of Choice program funding includes monies set-aside for the cost to increase the pay ranges for general employees by five percent ($1.2 million) and funding for job family studies ($1.6 million).
- ↓ Early Retirement adjustment is not included in the FY 2021 budget due to the County Manager not proposing any buy-outs to employees this fiscal year.
- ↑ Fuel & Utility savings increase due to the realignment of costs to department utility budgets and the projected demand/costs for utilities in the FY 2021 General Fund budget.
- ▪ The Ballston Skating Facility, the practice facility for the National Hockey League's Washington Capitals ice hockey team, which opened in November 2006, was financed with Industrial Development Authority (IDA) taxable revenue bonds. It is projected that lease payments to the IDA from the Capitals will be sufficient to pay the debt service on the bonds.

CONTINGENTS

The non-departmental accounts also hold the County Board's contingents. These contingents are appropriated funds established to cover unforeseen expense items, new projects initiated after a fiscal year has begun (General Contingent), or for a particular purpose (Affordable Housing Investment Fund).

The budget includes a $250,000 General Fund General Contingent, $18,700,000 in funding for the Affordable Housing Investment Fund (AHIF), and $2,389,371 in Economic Development incentive funds.

The Affordable Housing Investment Fund totals $18,700,000 and is a combination of ongoing and one-time funds. For FY 2021, the County Manager's Proposed Budget includes the addition of $2.7 million in one-time funds. Total AHIF funding includes base ongoing and one-time funds, ongoing federal HOME funding budgeted in the Housing and Community Development Fund, and portion of recordation tax revenue earmarked by the County Board when the recordation tax rate increased from $0.05 to $0.0833 in FY 2005 (after setting aside the incremental recordation tax funds for previously approved affordable housing programs).

Source	On-going	One-time
Base Budget	$6,874,790	$9,790,140
Federal HOME (in Housing and Community Development Fund)	606,658	-
Recordation Tax Increment	1,428,412	-
TOTAL	**$8,909,860**	**$9,790,140**

Over the last few years, the County Board has set aside monies in an economic and revenue stabilization contingent. This existing practice from recent years was formally adopted by the County Board in a revised set of financial and debt management policies in FY 2014 and updated during the FY 2017 budget process. In the FY 2020 budget, the amount of the contingent was increased to one-half percent of the General Fund budget; then, in close-out of FY 2019, it was increased again to one percent of the General Fund budget.

The FY 2021 proposed budget includes a revision to the policies to reflect the conversion of this contingent to a Stabilization Reserve and the increase in the amount. The Stabilization Reserve is set aside 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. Any use of the reserve will be replenished within the subsequent two fiscal years.

For FY 2021, the Proposed Budget does not include an assumed appropriation for Stabilization Reserve, similar to the General Fund Operating Reserve. If funding for this contingent is needed in FY 2021 the County Manager will come back to the Board in a subsequent County Board action.

The Economic Development Contingent decreases due to the projected funding required in FY 2021 for previously approved economic incentives agreements. Economic incentives are used to attract businesses to Arlington to help reduce the office vacancy rate and spur investment in the Arlington community. The total funding of $2,389,371 includes $889,371 in one-time funds and $1,500,000 in ongoing funding.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
General Contingent	-	$250,000	$250,000	-
Affordable Housing Investment Fund (AHIF)[1]	-	14,130,604	16,664,930	18%
AHIF - Incremental Recordation Tax	-	1,228,532	1,428,412	16%
Economic & Revenue Stabilization Contingent	-	6,700,000	-	-100%
Economic Development Contingent	$3,902,481	2,585,182	2,389,371	-8%
Total Expenditures	$3,902,481	$24,894,318	$20,732,713	-17%

[1] Federal HOME funding is budgeted in the Housing and Community Development fund beginning in FY 2019. In FY 2021, $606,658 of the total $18,700,000 in AHIF funding is budgeted in the Community Development Fund.

DEBT SERVICE

The FY 2021 proposed budget includes outstanding and new money debt service on the County's General Obligation (GO) bonds, Industrial Development Authority (IDA) bonds issued for County projects, and expenses associated with bond program administration. Total General Fund debt service is projected at $76,748,654, which includes $1.8 million for debt service on Buckingham Village 3. The Buckingham debt service has been budgeted in Non-Departmental and will be paid for from the Affordable Housing Investment Fund (AHIF). The FY 2021 proposed General Fund debt service budget to be supported by non-AHIF revenues totals $74,962,748.

Payment of School bonded indebtedness is provided for in the School Debt Service Fund and is supported by a transfer from the County's General Fund. Payment of Utility bonded indebtedness (which includes sewer, advanced wastewater, and water bonds) is provided for in the Utilities Enterprise Fund and supported by user fees.

FY 2021 PRIORITIES

The FY 2021 priorities for debt management are:

- To preserve the County's credit ratings at Aaa/AAA/AAA from Moody's, Standard & Poor's, and Fitch Ratings, respectively.
- To continue adhering to the County's prudent debt management policies.
- To issue approximately $121 million in new money GO bonds in CY 2020 as approved in the referenda from CY 2012, CY 2014, CY 2016, and CY 2018.

DEBT POLICY AND CREDIT RATINGS

The County's debt service budget reflects County fiscal policies regarding the prudent use of bond financing. There is no legal limit as to the amount of indebtedness that the County can incur; however, the County maintains and frequently updates a set of policies addressing fiscal integrity and sustainability (see budget.arlingtonva.us). These policies help ensure maintenance of the County's triple-A ratings. The policies include the following ratios:

- Ratio of Tax supported Debt Service to General Expenditures (10%);
- Ratio of Tax supported General Obligation Debt and Subject to Appropriation Financing to Market Value of County Taxable Real and Personal Property (3%);
- Ratio of Tax supported General Obligation Debt to Resident Per Capita Income (6%); and
- Ratio of growth in debt service should be consistent with the projected growth of revenues and not exceed the average ten-year historical revenue growth.

Charts A – E on the following pages demonstrate the County's historical and planned adherence to these debt management policies. This analysis is based on the approved projects in the Adopted FY 2019 – FY 2028 Capital Improvement Program (CIP) with updates to debt service based on completed bond sales and revisions to project cashflows where appropriate.

The Board's policies also include guidelines regarding the use of variable-rate debt:

- Variable rate debt exposure should not exceed approximately 20 percent of total outstanding fixed rate debt;
- Debt service on variable rate bonds will be budgeted at a conservative rate;
- Before issuing variable rate bonds, the County will determine how potential spikes in the debt service will be funded; and
- Before issuing any variable rate bonds, the County will determine the impact of the bonds on the County's total debt capacity under various interest rate scenarios; evaluate the risks inherent in the County's capital structure, giving consideration to both the County's assets and its liabilities; and develop a method for budgeting for debt service.

In addition to the County Board debt policies, Arlington County must follow the requirements set out by Article VII of the Constitution of Virginia, the Public Finance Act, and any local charter, resolution, or ordinance in order to incur debt. The issuance of Arlington County GO bonds must also be approved by public referendum. Certain types of debt are excluded from the referendum requirement, including revenue and refunding bonds.

By continually observing these policies, the County has maintained its credit ratings of Aaa/AAA/AAA from Moody's Investors Services, Standard & Poor's Corporation, and Fitch Ratings. These ratings were reaffirmed during the issuance of the Series 2019 GO bonds in May 2019. These are the highest credit ratings awarded and reflect the confidence that the rating agencies share in the County's prudent debt management, economic environment, sound financial position, and stable tax base.

2020 NEW MONEY BONDS

The proposed debt service budget was developed assuming a County GO bond sale of approximately $121 million in the spring of 2020. The initial debt service payments due in FY 2021 are approximately $7.5 million in the General Fund and $4.2 million in the School Debt Service Fund for their issuance of approximately $42 million of bonds.

SPRING 2020 NEW MONEY BOND ISSUANCE AND AUTHORIZED BUT UNISSUED BONDS

Referendum Category	Amount Issued	Authorized Unissued Bonds
Local Parks & Recreation	35.22	0.00
Metro	20.52	0.00
Transportation	16.04	8.50
Metro & Transportation	36.56	8.50
Community Infrastructure	49.70	14.30
County General Obligation Bonds	**$121.47**	**$22.81**
School General Obligation Bonds	42.35	11.98
Utility General Obligation Bonds	-	-
Total General Obligation Bonds	**$163.82**	**$34.79**

In $ millions, numbers may not add due to rounding

INTEREST EARNINGS

Interest earned on unexpended bond proceeds is used to pay debt service. The cash balances that produce interest earnings are based on the timing of bond sales and the cash demand of the construction schedules. Interest earned on unexpended bond proceeds began to slowly increase in FY 2019 after years of extremely low rates, however it has begun to decline again due to recent decreases to the federal funds target rate.

SUBJECT TO APPROPRIATION OBLIGATIONS

A "subject to appropriation" pledge represents a promise by the County to seek future appropriation, if needed, for debt service payments on certain financing. The County utilized this type of pledge for a variety of projects, as shown on Chart C. In the majority of cases, the County's support pledge has been used as credit enhancement, thereby allowing the project to be financed at a lower cost. In these cases, actual debt repayment will be made from project revenues and should not require General Fund support.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed General Fund debt service budget is $74,962,748, a four percent increase over the FY 2020 adopted budget. This excludes debt service for bonds issued for Buckingham Village 3 and paid for from AHIF funds (budgeted accordingly in Non-Departmental).

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Principal	$45,619,171	$45,049,985	$44,865,434	-
Interest	23,756,039	28,810,415	31,758,220	10%
Other (1)	98,453	78,342	125,000	60%
Total Expenditures (2)	69,473,663	73,938,742	76,748,654	4%
Less: Debt Service Supported by AHIF	(1,787,282)	(1,785,400)	(1,785,906)	-
Total Non-AHIF Supported Debt Service	$67,686,381	72,153,342	$74,962,748	4%

(1) Includes trustee fees and other fees related to bond transactions. Expenditures related to cost of issuance are paid with proceeds of the bonds being issued.

(2) Includes the debt service for the IDA Revenue Bonds (2011/2013/2017)

Chart A

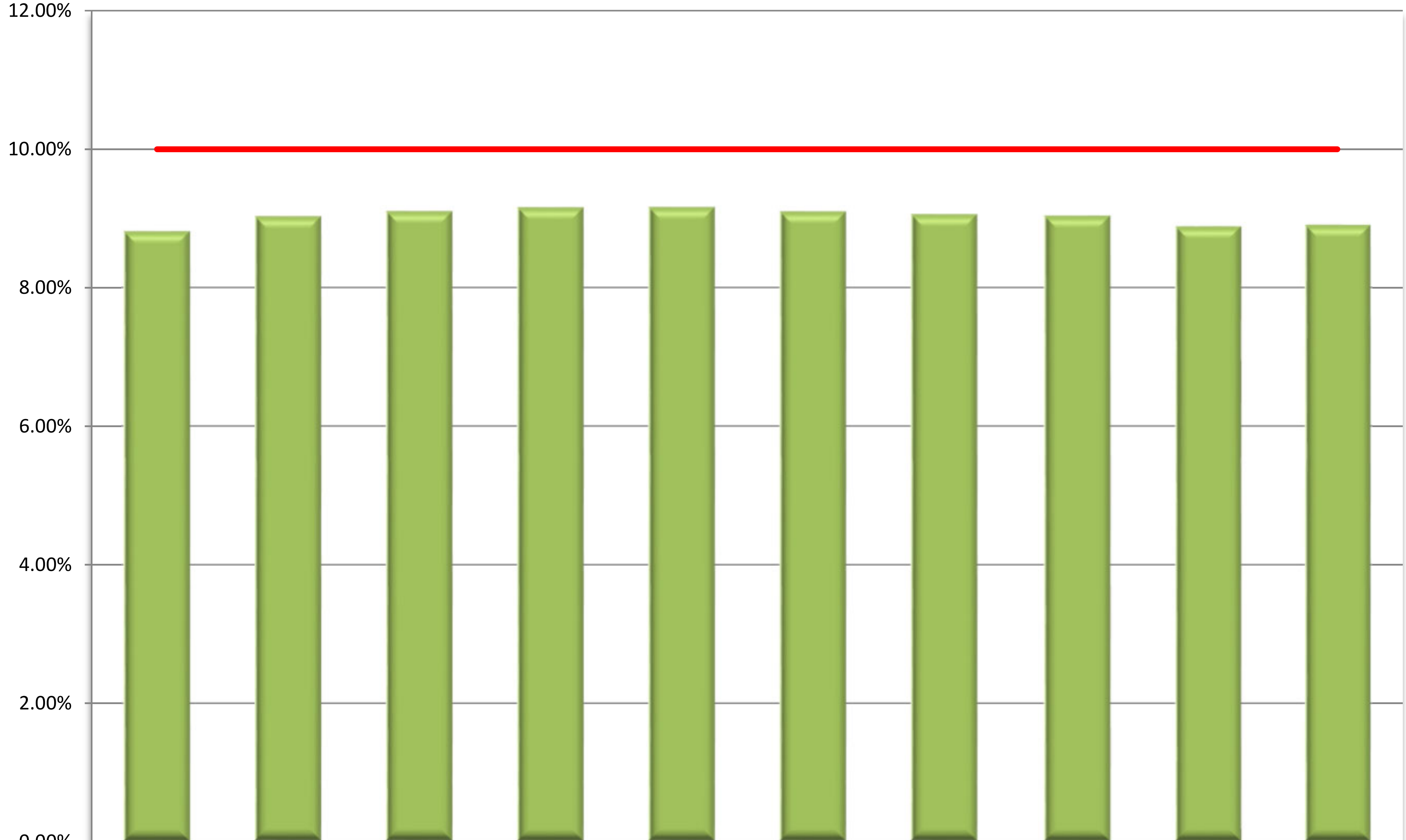
Arlington County, Virginia
Debt Ratio Forecast
Proposed FY 2021 Budget

	FY 2021 Proposed	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
GENERAL OBLIGATION BONDS ISSUED - COUNTY (1)	67,025,000	57,260,000	58,900,000	66,005,000	67,160,000	81,045,000	87,725,000	91,225,000	-	-
GENERAL OBLIGATION BONDS ISSUED - SCHOOLS (1)	37,050,000	28,800,000	42,000,000	68,600,000	18,700,000	16,600,000	40,400,000	54,000,000	-	-
GENERAL OBLIGATION BONDS RETIRED	77,786,684	83,246,145	86,999,433	91,532,028	93,599,972	99,453,161	104,553,989	107,926,533	107,784,783	113,776,478
NET TAX-SUPPORTED GENERAL OBLIGATION BONDS AT END OF FISCAL YEAR (2)	1,171,674,944	1,174,488,800	1,188,389,366	1,231,462,339	1,223,722,366	1,221,914,205	1,245,485,216	1,282,783,683	1,174,998,900	1,061,222,422
SUBJECT-TO-APPROPRIATION BOND ISSUANCE	-	8,300,000	-	2,850,000	-	-	-	-	-	-
SUBJECT-TO-APPROPRIATION BONDS RETIRED	5,790,000	5,845,000	7,095,714	7,145,714	7,622,857	6,542,857	6,627,857	6,712,857	6,802,857	5,707,143
NET TAX-SUPPORTED BONDS AT END OF FISCAL YEAR (3)	1,267,719,944	1,272,988,800	1,279,793,652	1,318,570,910	1,303,208,081	1,294,857,062	1,311,800,216	1,342,385,826	1,227,798,185	1,108,314,565
SCHOOLS DEBT SERVICE	60,446,958	61,140,916	61,396,453	63,569,203	68,744,070	66,530,278	68,878,694	65,837,682	66,243,649	68,177,080
COUNTY DEBT SERVICE (4)	76,623,654	83,603,622	88,904,339	92,168,693	91,735,648	98,380,904	101,059,742	108,768,098	110,482,972	114,341,888
TOTAL TAX SUPPORTED DEBT SERVICE	137,070,612	144,744,538	150,300,792	155,737,896	160,479,718	164,911,182	169,938,436	174,605,780	176,726,621	182,518,968
% GROWTH IN TAX-SUPPORTED DEBT SERVICE	3.8%	9.1%	6.3%	3.7%	-0.5%	7.2%	2.7%	7.6%	1.6%	3.5%
COUNTY ONLY										4.5%
% GROWTH IN TAX-SUPPORTED DEBT SERVICE	3.1%	5.6%	3.8%	3.6%	3.0%	2.8%	3.0%	2.7%	1.2%	3.3%
COUNTY / SCHOOLS										3.2%
GENERAL GOVERNMENT EXPENDITURES (5)	1,554,773,387	1,601,416,589	1,649,459,087	1,698,942,859	1,749,911,145	1,811,158,035	1,874,548,566	1,930,785,023	1,988,708,574	2,048,369,831
DEBT SERVICE AS % OF EXPENDITURES	8.82%	9.04%	9.11%	9.17%	9.17%	9.11%	9.07%	9.04%	8.89%	8.91%
MARKET VALUATION OF TAXABLE PROPERTY (6)	82,469,816,924	84,366,622,713	86,391,421,658	88,464,815,778	90,764,900,988	93,124,788,414	95,918,532,066	98,796,088,028	101,759,970,669	104,812,769,789
NET TAX SUPPORTED DEBT AS % OF MARKET VALUATION (3%)	1.5%	1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.2%	1.1%
POPULATION (7)	240,540	242,780	245,020	247,260	249,500	251,850	254,200	256,550	258,900	261,250
DEBT PER CAPITA	$5,270	$5,243	$5,223	$5,333	$5,223	$5,141	$5,161	$5,232	$4,742	$4,242
INCOME PER CAPITA (8)	$99,433	$101,620	$103,856	$106,141	$108,476	$110,862	$113,301	$115,794	$118,341	$120,945
NET TAX-SUPPORTED GENERAL OBLIGATION DEBT TO INCOME (NOT TO EXCEED 6%)	5.3%	5.2%	5.0%	5.0%	4.8%	4.6%	4.6%	4.5%	4.0%	3.5%

(1) Updated for 2019 GO Bond Issuance. 5% interest rate assumed on all other bond issuance. Bonds in FY 2029 & FY 2030 to be determing as part of the FY 2021 - FY 2030 Capital Improvement Plan (CIP)
(2) Excludes General Obligation bonds issued for the Utilities Fund
(3) Excludes credit support commitments on revenue bonds or lease-backed bond financings. Includes subject to appropriation bonds supported by the County's General Fund. For all subject to appropriation debts, see Chart C.
(4) Includes both General Obligation and Subject to Appropriation debt service. Excludes Utilities Fund and Transportation Capital Fund Debt Service and other debt costs.
(5) Includes expenditures of General Fund and certain Special Revenue Funds of the County and School Board. Assumes 3.0% growth in FY 2022-FY2025, 3.5% in FY 2026 & FY 2027, and 3% in FY 2028 - FY 2030
(6) Includes real, personal property, and public property. Assumes 1.2% growth in FY 2021, increasing up to 3.0% in FY2027 and beyond
(7) Population as of July 1, 2018 from the US Census 2018 ACS 1-Year Estimate with growth as estimated by MWCOG Round 8.4 Forecasts.
(8) Source: Bureau of Economic Analysis 2018 estimates, with growth of 2.2% consistent with PCPI annual growth in Virginia from 2006 - 2016

Chart B

Ratio of Tax-Supported Debt Service
to General Expenditures
Proposed FY 2021 Budget
(NOT TO EXCEED 10%)



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Projection	8.82%	9.04%	9.11%	9.17%	9.17%	9.11%	9.07%	9.04%	8.89%	8.91%
Ceiling	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

Chart C

Summary of Tax-Supported General Obligation Bonds & Subject To Appropriation-Type Financings [1]
Ratio of Outstanding Debt to Market Value
Proposed FY 2021 Budget
As of June 30

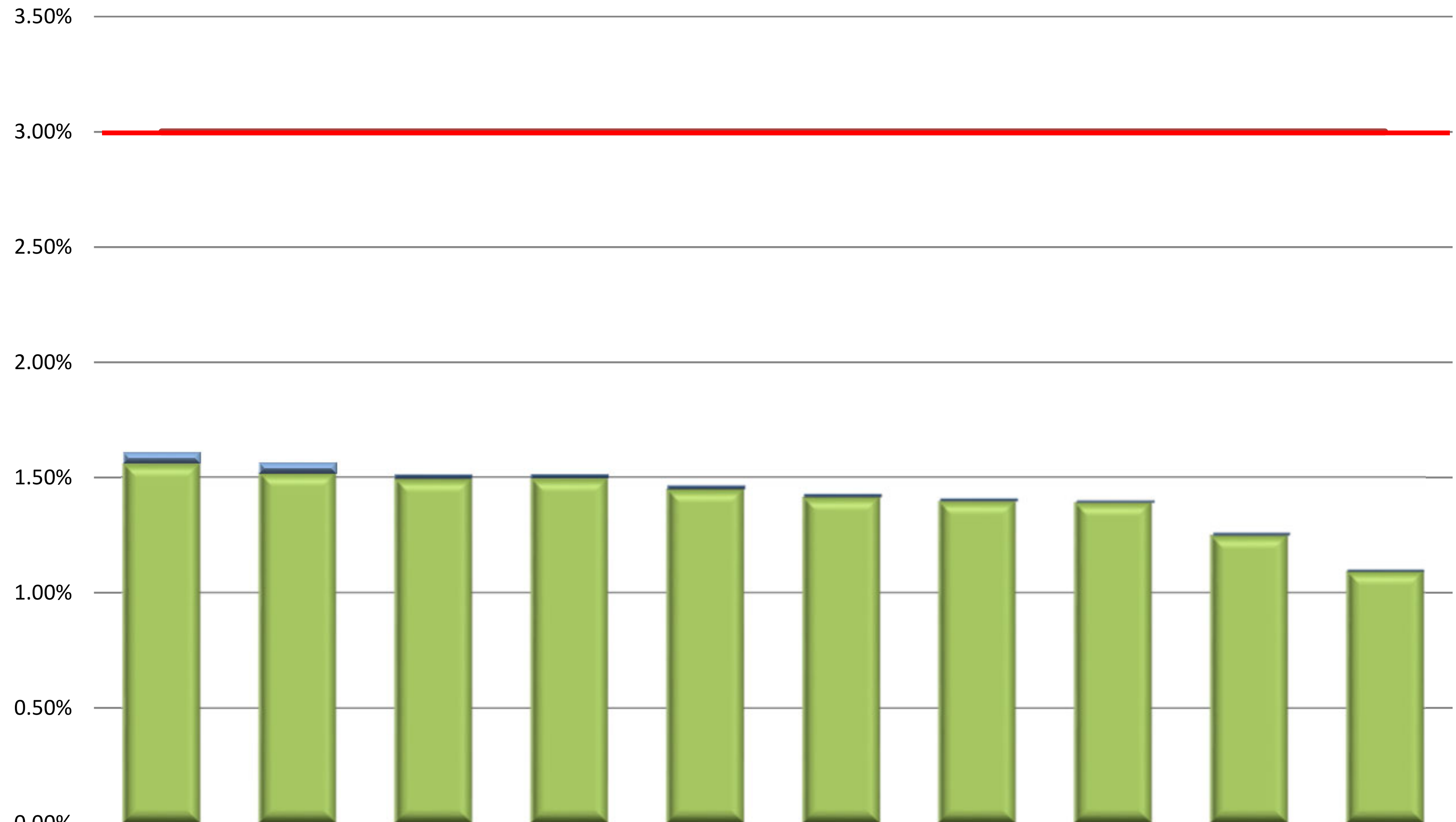
	FY 2021 Proposed	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Tax-Supported General Obligation Debt	$1,171,674,944	$1,174,488,800	$1,188,389,366	$1,231,462,339	$1,223,722,366	$1,221,914,205	$1,245,485,216	$1,282,783,683	$1,174,998,900	$1,061,222,422
Tax-Supported Subject to Appropriation ("STA") Debt										
Capital Equipment Short Term Financing (2)	18,201,196	15,188,258	15,618,053	12,057,015	17,308,749	26,686,478	31,213,418	33,027,407	32,514,927	25,646,494
Industrial Development Authority (IDA) Bonds (3)	96,045,000	90,200,000	84,290,000	78,330,000	72,300,000	67,350,000	62,315,000	57,195,000	62,315,000	57,195,000
Subtotal	$114,246,196	$105,388,258	$99,908,053	$90,387,015	$89,608,749	$94,036,478	$93,528,418	$90,222,407	$94,829,927	$82,841,494
Project-Supported Subject to Appropriation ("STA") Debt (4)										
IDA Lease Revenue Bonds (Ballston Skating Facility) (5)	19,480,000	18,155,000	16,760,000	15,290,000	13,740,000	12,100,000	10,365,000	8,525,000	10,365,000	8,525,000
Gates of Ballston (6)	23,000,000	23,000,000								
Subtotal	42,480,000	41,155,000	16,760,000	15,290,000	13,740,000	12,100,000	10,365,000	8,525,000	10,365,000	8,525,000
Total Tax-Supported General Obligation (GO) & ALL STA Financings	1,328,401,140	1,321,032,058	1,305,057,419	1,337,139,354	1,327,071,115	1,328,050,683	1,349,378,634	1,381,531,090	1,280,193,827	1,152,588,916
Total *Tax-Supported* GO and *Tax-Supported* STA Financings	1,285,921,140	1,279,877,058	1,288,297,419	1,321,849,354	1,313,331,115	1,315,950,683	1,339,013,634	1,373,006,090	1,269,828,827	1,144,063,916
Total *Project-Supported* STA Financings	42,480,000	41,155,000	16,760,000	15,290,000	13,740,000	12,100,000	10,365,000	8,525,000	10,365,000	8,525,000
Market Value of Taxable Property	82,469,816,924	84,366,622,713	86,391,421,658	88,464,815,778	90,764,900,988	93,124,788,414	95,918,532,066	98,796,088,028	101,759,970,669	104,812,769,789
Total *Tax-Supported* GO & ALL STA Financings as Percent of Market Value (Not to Exceed 4%)	1.61%	1.57%	1.51%	1.51%	1.46%	1.43%	1.41%	1.40%	1.26%	1.10%
Total *Tax-Supported* GO & *Tax-Supported* STA Financings as Percent of Market Value	1.56%	1.52%	1.49%	1.49%	1.45%	1.41%	1.40%	1.39%	1.25%	1.09%
Total *Project-Supported* STA Financings (Credit Enhancement) as Percent of Market Value (2)	0.05%	0.05%	0.02%	0.02%	0.02%	0.01%	0.01%	0.01%	0.01%	0.01%

(1) Excludes Self-supporting debt in the Utility Fund
(2) Includes existing and planned capital equipment short term financing in the General Fund, Auto Fund, Utilities Fund and Schools Fund
(3) Includes the Series 2011, 2013, and 2017 IDA Revenue Bonds
(4) Debt service on these financings is intended to be repaid by user fees or tenant rental income, not by County General Fund revenues.
(5) Includes the bonds issued by the IDA in 2010 to refinance the construction of two ice rinks, the office space, and the training facility on top of the 8th Level at the Ballston Parking Garage.
(6) The County Board approved the credit support for the long-term financing of the Gates of Ballston for an amount not to exceed $23.0 million.

Chart D

Ratio of Tax-Supported & Subject to Appropriation Financing as a Percentage of Market Value

Proposed FY 2021 Budget

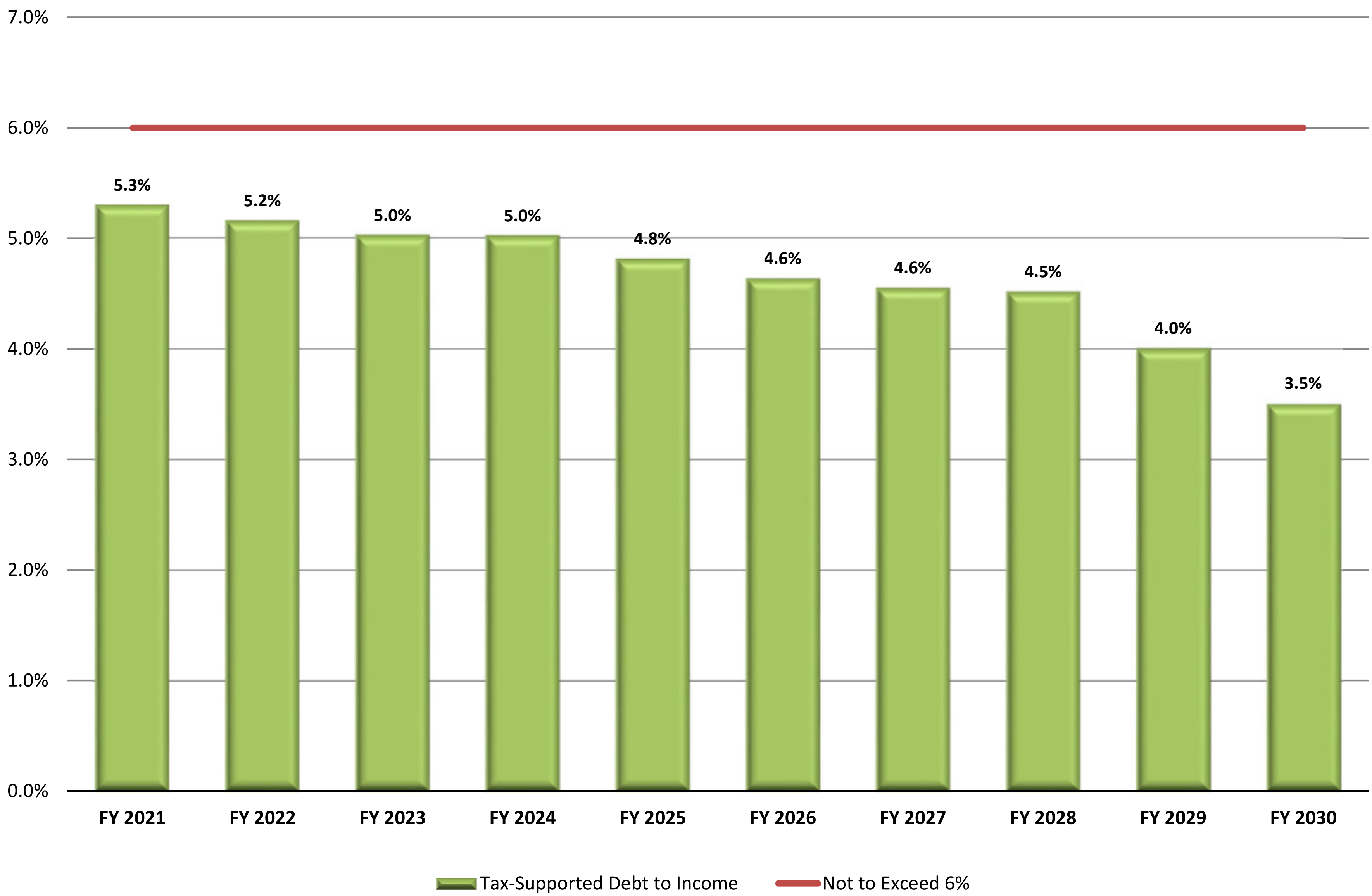


	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Project-Supported	0.05%	0.05%	0.02%	0.02%	0.02%	0.01%	0.01%	0.01%	0.01%	0.01%
Tax-Supported	1.56%	1.52%	1.49%	1.49%	1.45%	1.41%	1.40%	1.39%	1.25%	1.09%
Not to Exceed 3%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Tax-Supported Project-Supported Not to Exceed 3%

Chart E

Ratio of Tax-Supported General Obligation Debt to Income
Proposed FY 2021 Budget
Not to Exceed 6%



REGIONALS / CONTRIBUTIONS

MISSION STATEMENT

To supplement organizations that provide beneficial services to Arlington residents and visitors.

Arlington County contributes to government, government-related, and non-profit organizations, which address issues and problems that have regional impacts. In addition, a number of non-profit Arlington-based organizations are funded in this account. Varied methods are applied in determining the level of funding provided to these agencies and organizations. They have been grouped into the following four categories according to their funding criteria:

Group I	Organizations whose contributions are based on a population or land use formula. These are all governmental or quasi-governmental organizations.
Group II	Organizations whose contributions are based on Arlington County's usage of the organization's services. These are all governmental organizations.
Group III	Non-profit organizations - General. These organizations are required to present a budget to the County. Requests are reviewed and decided upon individually.
Group IV	Non-profit organizations - Disability. Recommendations for funding for these organizations are made after a bi-annual competitive review by the County's Disability Advisory Commission. The most recent review was held in January 2020, with the next to be held in 2022.

The following section describes the purpose of these organizations and their proposed level of funding for FY 2021.

PROPOSED FY 2021 REGIONALS/CONTRIBUTIONS

	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Metro Washington Council of Governments	$286,839	$429,103	$437,977	2%
Northern Virginia Regional Commission - General	142,015	143,444	144,619	1%
Northern Virginia Community College	43,222	36,591	36,559	-
Health Systems Agency of Northern Virginia	20,600	20,600	20,600	-
Northern Virginia Regional Park Authority	434,795	448,783	463,166	3%
Northern Virginia Transportation Commission	57,815	61,616	64,369	4%
Northern Virginia Criminal Justice Academy	582,560	652,669	660,004	1%
Northern Virginia Juvenile Detention Home	2,011,960	2,075,878	1,438,797	-31%
Friends of Guest House	46,643	46,643	46,643	-
Arlington Independent Media	433,410	415,240	327,978	-21%
CrisisLink	130,526	130,526	130,526	-
Northern Virginia Family Service	295,626	197,084	98,632	-50%
Animal Welfare League of Arlington	1,419,517	1,419,517	1,419,517	-
Legal Services of Northern Virginia	430,455	430,455	430,455	-
Virginia Adult Probation and Parole	52,343	96,241	193,466	101%
Offender Aid and Restoration	456,145	456,145	456,145	-
Literacy Council of Northern Virginia	23,457	23,457	23,457	-
Capital Caring (formerly Capital Hospice)	14,051	14,051	14,051	-
Ethiopian Community Development Council	140,573	140,573	140,573	-
Endependence Center	92,566	92,566	92,566	-
Northern Virginia Resource Center for the Deaf and Hard of Hearing Persons	48,354	48,354	52,649	9%
Brain Injury Services	22,921	22,921	27,543	20%
National Rehabilitation and Rediscovery Foundation, Inc.	11,059	11,059	15,223	38%
Columbia Lighthouse for the Blind	29,576	29,576	-	-100%
Washington Metropolitan Ear	-	-	16,496	-
Total Regional Expenditure	**$7,227,028**	**$7,443,092**	**$6,752,011**	**-9%**

GROUP I: CONTRIBUTION IS BASED ON A POPULATION-DRIVEN OR LAND USE FORMULA

Metropolitan Washington Council of Governments (COG)

Arlington County’s FY 2021 proposed share of the operating expenses of COG is based on its percentage of the total population for the entire metropolitan area. Starting in FY 2020, four previously grant funded programs under the federal Urban Area Security Initiative (UASI) transitioned to local funding sources. The FY 2021 proposed contribution of $172,931 continues these previously grant funded programs.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Membership Dues and Fees	$286,839	$257,095	$265,046	3%
Regional Emergency Preparedness Programs (formerly funded by UASI grants)	-	172,008	172,931	1%
Total Contribution	**$286,839**	**$429,103**	**$437,977**	**2%**

Northern Virginia Regional Commission (NVRC)

Arlington County's FY 2021 proposed contribution to NVRC includes only the general contribution. Beginning in the FY 2014 adopted budget, the contribution for Four-Mile Run has been transferred to the Stormwater Fund. The general contribution continues programs such as environmental and fiscal impact assistance, physical planning, human resources, and public safety. The general contribution requested by the Commission for FY 2021 is based on a $0.60 per capita rate.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$142,015**	**$143,444**	**$144,619**	**1%**

Northern Virginia Community College (NVCC)

Arlington County's FY 2021 proposed contribution to NVCC supports maintenance and operational costs not financed by General Assembly appropriations. In addition, funding of $12,600 is included for the Educational Foundation. In 1994, the Arlington County Board approved the establishment of the Mary Marshall Scholarship Fund at NVCC to honor the memory of Mary Marshall, who served Arlington County in the Virginia General Assembly. The funds support scholarships and tuition assistance for part-time students. The FY 2019 actual amount is higher due to FY 2018 funds being paid at the start of FY 2019 to correct an accounting error.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
General Contribution	$18,022	$23,991	$23,959	-
Scholarship	25,200	12,600	12,600	-
Total Contribution	**$43,222**	**$36,591**	**$36,559**	**-**

Health Systems Agency of Northern Virginia

Northern Virginia jurisdictions are requested to contribute based on the percentage of the population represented by the jurisdiction. Arlington contributes 6.2 percent of the total operating budget.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$20,600	$20,600	$20,600	-

Northern Virginia Regional Park Authority (NVRPA)

The population-based contribution supports the Authority's non-revenue producing programs.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$434,795	$448,783	$463,166	3%

Northern Virginia Transportation Commission (NVTC)

Arlington County's FY 2021 proposed contribution to NVTC continues regional transportation efforts. The total NVTC budget is funded through contribution by the Commonwealth of Virginia as well as through direct contribution by member jurisdictions, including Arlington County. This direct contribution amount is apportioned to jurisdictions based on the percentage share of state assistance received through NVTC as specified in the Virginia Code. The remainder of NVTC's budget is derived from miscellaneous revenues, interest earnings, project chargebacks, and the re-appropriation of surplus funds.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$57,815	$61,616	$64,369	4%

GROUP II: CONTRIBUTION IS BASED ON A USAGE FORMULA

Northern Virginia Criminal Justice Academy

The Academy provides law enforcement training to police and sheriff recruits. The allocation of operating costs to participating jurisdictions is determined by a formula based on the number of sworn police officers and sheriff deputies.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$582,560	$652,669	$660,004	1%

Northern Virginia Juvenile Detention Home (NVJDH)

The County's contribution is based on the percentage of beds used at the facility over the last three fiscal years. The remainder of NVJDH's budget is derived from miscellaneous revenues, interest earnings, federal grants, state reimbursements, and other sources.

The FY 2019 budget was modified in the fall of CY 2018 to reflect the decision by Arlington, Alexandria, and Falls Church to decline a federal grant assumed in the FY 2019 adopted budget. In FY 2020, a portion of the budget was funded with one-time monies ($637,081) in anticipation that in FY 2020 or FY 2021 a new federal grant will provide reduced expenditure commitments by the jurisdictional partners and/or the study underway on the juvenile detention facility will provide cost saving alternatives. The FY 2021 proposed budget reflects a reduced expenditure contribution due to an increase in grant revenue.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$2,011,960	$2,075,878	$1,438,797	-31%

GROUP III: NON-PROFIT COMMUNITY ORGANIZATIONS

Friends of Guest House

Guest House provides housing, employment, and counseling services to female parolees.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$46,643	$46,643	$46,643	-

Arlington Independent Media

Arlington Independent Media (AIM), is a 501 c-3 non-profit that manages the County's public access cable television station; they also operate a radio station, WERA-FM. In December 2016, the County signed a new agreement with Comcast, Inc., which removed the dedicated funding to AIM. As of February 2020, AIM was evaluating their business model, communications services, and programming for FY 2021 and beyond. The FY 2021 Proposed Budget reflects the existing AIM funding calculation reflecting the removal of one-time funds added in FY 2020 ($70,000) and a five percent reduction in the ongoing funding outlined in the FY 2020 Adopted Budget ($17,262). Final budget decisions will consider any changes to AIM's business model.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$433,410	$415,240	$327,978	-21%

CrisisLink

CrisisLink provides a 24-hour, 365 days per year, confidential listening and referral hotline. CrisisLink is designed to provide immediate services to persons in crisis at no cost. The American Association of Suicidology certifies CrisisLink as a suicide prevention program.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$130,526**	**$130,526**	**$130,526**	**-**

Northern Virginia Family Service

Northern Virginia Family Services provides referral and information services for Spanish-speaking residents of Arlington County. Additionally, the agency provides clients access to a range of legal services including employment services, social services, information and referral, immigration legal assistance, entrepreneurship program, foreclosure prevention counseling, and financial education and homeownership program.

The Northern Virginia Family Services (NVFS) contract will be eliminated over a three-year period with an annual reduction of $98,452 starting FY 2020. The contract will be eliminated in its entirety by FY 2022. These services will be transitioned to the Department of Human Services' Community Assistance Bureau's 6.25 FTE human services specialists over a three-year period with no reduced or delayed service delivery.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$295,626**	**$197,084**	**$98,632**	**-50%**

Animal Welfare League of Arlington (AWLA)

The AWLA provides animal control, impoundment, and animal sheltering services for the County pursuant to a contract between the County and the AWLA.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$1,419,517**	**$1,419,517**	**$1,419,517**	**-**

Legal Services of Northern Virginia

This agency provides legal services to low-income, disabled, and elderly residents of Arlington who face the loss of critical need, such as personal safety, income, housing, medical benefits, education, or family stability. A portion of these services are earmarked for clients above 65 years of age, offset by a federal grant revenue source ($22,000) budgeted in the Department of Human Services.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$430,455**	**$430,455**	**$430,455**	**-**

Virginia Adult Probation and Parole

Arlington County's contribution supplements the state-set salaries of 23 Commonwealth of Virginia Adult Parole employees.

In FY 2020, the Virginia Adult Probation and Parole employees received a supplement which equates to a 7.5 percent increase to salaries. The FY 2021 budget includes an additional 7.5 percent supplement to salaries to achieve a 15 percent supplement ($97,225).

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$52,343	$96,241	$193,466	101%

Offender Aid and Restoration (OAR)

OAR provides community-based correction and rehabilitation services to adult offenders and ex-offenders as well as community service placement and supervision for juveniles and adults.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$456,145	$456,145	$456,145	-

Literacy Council of Northern Virginia (LCNV)

LCNV provides one-on-one tutoring in reading and writing for functionally illiterate adults. The County's contribution supports the literacy services and the Council's general operating expenses.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$23,457	$23,457	$23,457	-

Capital Caring (formerly Capital Hospice)

Capital Caring provides care for patients with serious, progressive illnesses and their families with a comprehensive program of medical and psychosocial care. Programs include home care, inpatient care, and bereavement counseling. In addition to the General Fund support for Capital Caring stated below, the County will provide approximately $50,000 in annual financial support by exempting the organization's Arlington property from real and personal property taxes.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$14,051	$14,051	$14,051	-

Ethiopian Community Development Council (ECDC)

ECDC provides information and referral, employment, housing, translation/interpretation, social, and support services to the Ethiopian refugee and immigrant community.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$140,573**	**$140,573**	**$140,573**	**-**

Endependence Center

The Endependence Center of Northern Virginia (ECNV) is a community-based resource and advocacy center promoting independent living and equal access for all persons with disabilities in Northern Virginia.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$92,566**	**$92,566**	**$92,566**	**-**

GROUP IV: CONTRIBUTION IS DETERMINED AFTER A COMPETITIVE REVIEW OF REGIONAL DISABILITY ORGANIZATIONS

Northern Virginia Resource Center for the Deaf and Hard of Hearing Persons

The Agency provides information and referral, case management, advocacy, and education services to individuals in the Northern Virginia metropolitan area who are deaf and hard of hearing to enhance their quality of life and to remove barriers to services in the community.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$48,354**	**$48,354**	**$52,649**	**9%**

Brain Injury Services

This agency provides assistance to survivors of traumatic brain injury throughout Northern Virginia. Services include long-term case management, employment assistance, independent living skills training, transportation, respite care, and recreational/socialization programs. The funding from Arlington specifically supports the cost of a part-time case manager for Arlington residents with brain injuries.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	**$22,921**	**$22,921**	**$27,543**	**20%**

National Rehabilitation and Rediscovery Foundation, Inc.

This agency provides dance and movement workshops to Arlington County residents with mobility and sensory-based disabilities to increase their physical and psychosocial health and recreational opportunities. The agency specializes in adapting to the individual needs of people with disabilities and focusing on abilities.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$11,059	$11,059	$15,223	38%

Columbia Lighthouse for the Blind

In FY 2021, the Disability Advisory Commission recommended to no longer provide funding for the Columbia Lighthouse for the Blind as part of the Regionals/ Contributions budget.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	$29,576	$29,576	-	-100%

Washington Metropolitan EAR

In FY 2021, the Disability Advisory Commission recommended funding for a new organization, the Metropolitan Washington EAR, Inc. (MWE). MWE provides reading and information services for blind, visually impaired, and physically disabled people who cannot effectively read print, see plays, watch television programs and films, or view museum exhibits. MWE strives to substitute hearing for seeing; improving the lives of people with limited or no vision by enabling them to be well-informed, fully productive members of their families, their communities, and the working world.

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Total Contribution	-	-	$16,496	-

ARLINGTON
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WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY - METRO

MISSION STATEMENT

To provide financial contributions, on behalf of Arlington County, to satisfy the formula-based subsidy requirements of Metrorail, Metrobus, and MetroAccess services provided by the Washington Metropolitan Area Transit Authority (WMATA) throughout the region.

WMATA is a regional public transportation partnership among the area's state and local governments and the federal government. WMATA's member jurisdictions are: Arlington and Fairfax counties, the cities of Alexandria, Fairfax, and Falls Church in Virginia, the District of Columbia, and Montgomery and Prince George's counties in Maryland. Originally planned for FY 2020 but delayed until FY 2021, Loudoun County will become a member jurisdiction in Virginia once operations of Silver Line Phase II begin. The Authority's major budgetary programs are Metrorail, Metrobus, and MetroAccess operations, and the WMATA Capital Improvement Program (CIP).

FY 2021 PRIORITIES

WMATA's priorities in FY 2021 are to continue to improve the safety, reliability, and affordability of the system; to begin operations of Silver Line Phase II; and to remain fiscally accountable by adhering to mandated subsidy growth caps required by the State of Maryland and the Commonwealth of Virginia.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed General Fund transfer for WMATA is $49,308,764. This includes $46,622,208 of ongoing General Fund tax support and $2,686,556 of one-time funding for startup costs related to Silver Line Phase II. An increase to the County's available state transit aid balances offsets a reduction in projected regional gas tax receipts. Together, these revenues offset some of the net increase to General Fund tax support for WMATA.

Major drivers for the FY 2021 operating budget are increases to labor and fringe costs, an ongoing reduction in ridership on Metrobus and Metrorail, new customer initiatives to attract riders back to the system, and the startup and operating costs related to Silver Line Phase II. While the Silver Line Phase II costs are not currently included in the general manager's proposed FY 2021 budget, the County has been provided estimated costs and expects that the WMATA Board will consider an amendment to the FY 2021 budget prior to the start of the fiscal year. Given the uncertainty over the operational start date, Arlington is including ongoing funding for six months of Silver Line Phase II operating costs, and one-time funding for three months. Should WMATA approve a FY 2021 budget amendment that exceeds this amount, one-time funding will be identified to meet the County's obligation.

The County's budget was prepared under the assumption of three percent growth in jurisdictional subsidies based on the three percent operating subsidy cap imposed in the 2018 Virginia legislation approving dedicated WMATA capital funding. Certain costs are excluded from the three percent cap such as legal and contractual costs, costs of legally mandated services, and costs related to capital projects approved before July 1, 2018. County staff are working with regional funding partners and WMATA board members to finalize a funding plan for WMATA's budget, scheduled for adoption in March 2021.

BUDGET DESCRIPTION

The Metro General Manager released the proposed FY 2021 budget in November 2019. The Metro operating budget totals $2.0 billion, while the capital budget totals $1.8 billion. The operating budget is funded primarily from passenger fares and other revenues, with the balance paid by the local funding jurisdictions. Arlington's share of the local jurisdictional operating subsidy, net of revenues, is approximately seven percent of the total. WMATA's policy is to adjust fares biennially based on inflation. Fares were increased on average by six percent in FY 2015, and by approximately fourteen percent in FY 2018. A mix of fare increase are proposed as part of the FY 2021 operating budget, including a four increase to the base Metrorail fare, an increase in the per-mile charge after mile six from $0.288 to $0.326, increasing the max fare from $6 to $7, and a cash surcharge of $0.25 on Metrobus.

Metrorail provides over 175 million passenger trips annually and serves 11 stations in Arlington along four lines (Orange, Silver, Yellow, and Blue). Metrobus provides over 120 million trips and has over 10,000 bus stops throughout the region. Many transit services in Arlington operate seven days per week providing up to 18 hours of daily coverage. Metro serves an overall population of approximately four million within a 1,500 square mile jurisdiction.

Capital Program

Metro's proposed FY 2021 - FY 2026 Capital Improvement Program (CIP) financial plan relies on a forecasted investment of $10.4 billion funded by the federal government, state and local governments, and other sources. Of the $10.4 billion six-year plan: $2.3 billion comes from federal funding; state and local jurisdiction contributions total $2.6 billion including a match to PRIIA funding; other sources constitute $6 million; $283 million from reimbursable local projects; $3.0 billion comes from new dedicated funding approved in 2018 by the District of Columbia, Maryland, and the Commonwealth of Virginia; $2.2 billion comes from revenue bonds paid from the new dedicated funding.

Arlington's share of WMATA's proposed CIP for FY 2021 is $21 million of baseline funding. As part of Virginia's new $155 million of dedicated funding for WMATA's capital program, Arlington must also contribute $7.2 million of capital funding to the Commonwealth of Virginia. The County's contributions are funded with a combination of County General Obligation (GO) bonds, state transit aid, and gas tax revenues.

Funding

Passenger and system revenues historically funded over half of the annual cost of operations. In FY 2021, it is projected that fare revenues will experience further declines and only cover approximately 18 percent of Metrobus and 60 percent of Metrorail related expenditures. The balance of operating funding comes from local jurisdictional subsidies.

The Northern Virginia Transportation Commission (NVTC) serves as fiscal agent for the Northern Virginia jurisdictions. NVTC receives state transit funds from the Department of Rail and Public Transit (DRPT) on behalf of Northern Virginia jurisdictions, and also federal funds not directly allocated to WMATA. In addition, the state collects a regional gas tax on behalf of NVTC jurisdictions to be used for payment to WMATA for qualifying operating and capital costs. These revenues are reflected as State Transit Aid and Regional Gas Tax receipts in the County budget description. Local governments provide the balance of required funding for transit operating programs. Arlington County uses General Fund dollars to finance this portion of its share of WMATA operations.

METRO FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Metrobus [1]	$34,497,793	$35,075,275	$35,851,115	2%
Metrorail	37,132,077	41,807,790	38,466,071	-8%
Silver Line Phase II [3]	-	-	8,059,668	-
MetroAccess	794,372	1,171,480	1,221,480	4%
FY 2019 Labor and MetroAccess Costs [2]	2,001,029	2,838,033	-	-100%
Total WMATA Subsidy	**74,425,271**	**80,892,578**	**83,598,334**	**3%**
Source of Contributions				
State Transit Aid	29,025,399	29,253,799	31,948,428	9%
Regional Gas Tax	2,475,000	3,700,000	2,000,000	-46%
Subtotal, NVTC REVENUES	31,500,399	32,953,799	33,948,428	3%
Transportation Capital Fund - New Bus Operating Costs [1]	323,843	341,142	341,142	-
Total Revenues/Other Sources	**31,824,242**	**33,294,941**	**34,289,570**	**3%**
One-Time Funding [2,3]	2,001,029	2,838,033	2,686,556	-5%
Ongoing General Fund Tax Support	40,600,000	44,759,604	46,622,208	4%
TOTAL NET GENERAL FUND TAX SUPPORT [2]	**$42,601,029**	**$47,597,637**	**$49,308,764**	**4%**

[1] Beginning in FY 2019, the operating costs associated with new or increased service to bus routes as laid out in the County's adopted Transit Development Plan (TDP) are partially funded from the Transportation Capital Fund. $341,142 in associated costs are proposed in FY 2021.

[2] In November 2018, the WMATA board approved amendments to their fiscal year 2018 and 2019 budgets for increases to personal and contracted services. Payment for the FY 2019 budget amendment was due in two installments in FY 2019 & FY 2020 and were paid from one-time funds identified in the County's budget.

[3] In January 2020, WMATA provided jurisdictions with a preliminary FY 2021 cost for Silver Line Phase II operations. Arlington's share is approximately $10.7 million. Costs were based on an operational start date of October 2020, resulting in required funding for three months of startup and nine months of operations. This start date and associated funding was deferred by the WMATA Board pending resolution of outstanding construction issues that are likely to delay the start of revenue service. Arlington's FY 2021 proposed budget funds nine months of combined startup and ongoing operations in FY 2021 pending WMATA's decision on an operational start date and adoption of a budget amendment for Silver Line Phase II costs. Should WMATA's budget require additional funding associated costs for Silver Line Phase II after budget adoption, the County will identify one-time funding in the general fund or from state transit aid balances.

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Our Mission: To utilize strategic public investments in a private development project that benefits the community as a whole and results in a net positive fiscal impact to the County.

In July 2016, the County Board approved the Ballston Quarter Community Development Authority (CDA), the first CDA to be created in Arlington. This was the first step in creating a public-private partnership with the intent to transform the Ballston Common Mall into Ballston Quarter, a mixed-use urban retail center in the heart of the Ballston neighborhood. Creation of the CDA gives the County a financing mechanism to fund certain public infrastructure costs associated with the Ballston Quarter public-private redevelopment. The CDA boundaries include the parcels of the Ballston Common Mall owned by Forest City Realty Trust, Inc.

The Ballston Quarter CDA issued its $59.87 million Series 2016A and Series 2016B Revenue bonds on November 17, 2016. The bonds funded $43.4 million of public infrastructure improvements, as well as a debt service reserve fund, capitalized interest through project stabilization, and certain costs of issuance.

To fund these bonds issued for public infrastructure improvements, the Ballston Quarter Development and Financing Agreement created the Ballston Quarter Tax Increment Financing (TIF) district. TIF funding of up to 65 percent of the incremental real property, sales and use, and meals tax revenues generated within the TIF district boundaries is pledged, in each year following the base year set as of January 1, 2015 and until the earlier of the final maturity of the bonds, March 1, 2046, or the date on which all of the bonds have been paid in full.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Ballston Quarter Tax Increment Financing Area is $2,889,318. The funds will be transferred to the trustee for the Ballston Quarter CDA to fund the project stabilization fund and to pay debt service as part of the Ballston Quarter CDA Series 2016A & Series 2016B bond issuance. The FY 2021 budget reflects:

- ↑ Revenue increases based on higher CY 2020 real estate assessments generating additional real estate taxes and additional sales and meals tax revenues from more open businesses in Ballston Quarter.
- ↑ Expenditures increase due to the requirement to transfer all collected TIF revenues to the Ballston Quarter CDA to pay debt service.

PROGRAM FINANCIAL SUMMARY

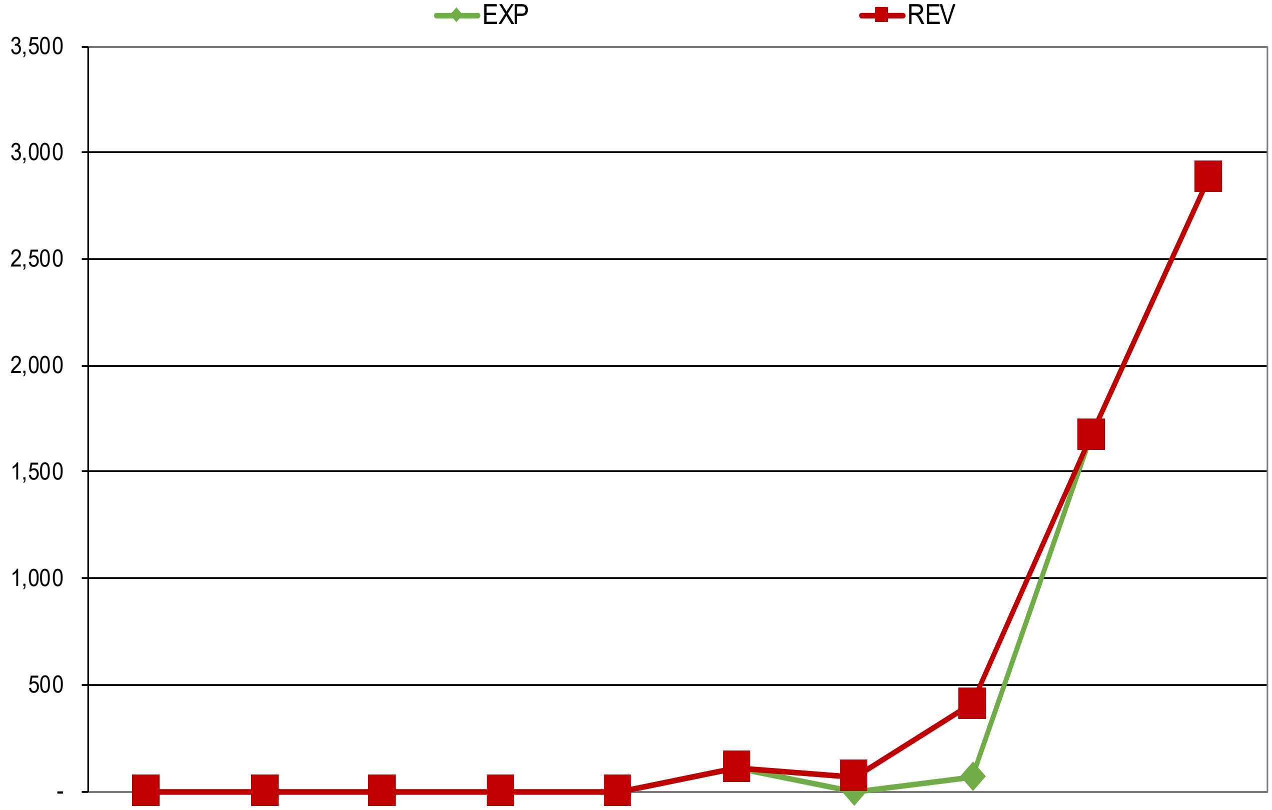
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Debt Service	$65,420	$1,668,740	$2,889,318	73%
Total Expenditures	65,420	1,668,740	2,889,318	73%
Total Revenues	410,060	$1,668,740	$2,889,318	73%
Change in Fund Balance	$344,640	-	-	-
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

BALLSTON QUARTER TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
BALANCE, JULY 1	$65,420	-	$410,060	-
REVENUE				
Real Estate Tax	410,060	$1,168,740	1,250,405	$1,854,318
Sales Tax	-	20,000	112,767	235,000
Meals Tax	-	480,000	529,568	800,000
TOTAL REVENUE	410,060	1,668,740	1,892,740	2,889,318
TOTAL REVENUE & BALANCE	475,480	1,668,740	2,302,800	2,889,318
EXPENSES				
Transfer to Ballston Quarter CDA Trustee	65,420	1,668,740	2,302,800	2,889,318
TOTAL EXPENSES	-	$1,668,740	$2,302,800	$2,889,318
BALANCE, JUNE 30	$410,060	-	-	-

The FY 2020 re-estimate column reflects staff’s current estimate that $905,767 of real estate tax revenues will be collected for the June 15, 2020 payment, and $642,335 of sales and meals taxes. These funds will be transferred, along with $410,060 of revenues collected in FY 2019 but disbursed in FY 2020, to the Ballston Quarter CDA Trustee to fund debt service.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	-	-	-	-	-	$112	-	$65	$1,669	$2,889
REV	-	-	-	-	-	$112	$65	$410	$1,669	$2,889
Change in Fund Balance	-	-	-	-	-	-	$65	$345	-	-

Note: The FY 2019 transfer to the Ballston Quarter CDA did not occur until August 2019, increasing FY 2019 fund balance by $344,640.

Fiscal Year	Description	FTEs
FY 2017	▪ The Ballston Quarter CDA was created in July 2016, setting aside 65 percent of incremental personal property tax, sales tax, and meals taxes generated within the TIF district. A baseline value for these three taxes was set as of January 1, 2015. Expenditures increased based on increases in real estate assessments in the TIF district in FY 2016 compared to CY 2015.	
FY 2018	▪ Revenue projections in the tax district decreased due to decreases in real estate tax assessments in CY 2017 compared to CY 2016.	
FY 2019	▪ Revenue projections in the tax district increased due to increases in real estate tax assessments in CY 2018 compared to CY 2017.	
FY 2020	▪ Revenue projections increased in the tax district due to increases in real estate assessments, the County Board adopted real estate tax rate increase in CY 2019 and increases to the sales and meals taxes generated in the TIF district in FY 2020.	

Our Mission: The Arlington Convention and Visitors Service (ACVS) is a destination marketing organization that works to attract, inform, and serve Arlington visitors and hospitality partners while supporting an exceptional visitor experience.

CONVENTION AND VISITORS SERVICE

ACVS's success is reflected in continually growing shares of the Washington area's meeting, convention, and leisure markets as well as in increased visitor spending and repeat visitation. ACVS strategically targets meeting/group professionals and domestic/international leisure travelers to build awareness of, and drive bookings to, Arlington hotels – particularly during the off-peak periods of late summer, mid-winter, and weekends year-round. ACVS also partners closely with local hotels, restaurants, stores, attractions, and arts organizations to bring visitors the best and latest information, ensuring they have an excellent local experience that inspires increased spending and repeat visitation. ACVS marketing and client/partner engagement is directly tied to increased Transient Occupancy Tax revenue and Sales and Meals Tax revenues that support County initiatives through the General Fund.

Important Strategic Objectives for ACVS include:

1. **Visitor Attraction:** Aggressively market Arlington as a premier destination for domestic and international leisure travel, meetings, and conventions, and as the best place to stay, shop, dine, and be entertained when visiting the nation's capital. Apply best practices in destination marketing, meetings and conventions sales, and small business/arts promotion to attract business travelers, vacationers, meetings, and groups to Arlington resulting in increased hotel occupancy.

2. **Increased Visitor Spending:** Creatively and proactively provide compelling, high-quality information to Arlington guests, influencing them to dine, shop, and be entertained in our lively, walkable urban villages. Strategically inform local hospitality employees about Arlington stores, restaurants, arts organizations, and transportation options to drive spending and repeat visitation.

Programs and primary activities of ACVS include:

- Destination marketing and promotion
- Meetings and conventions sales
- Visitor and convention services
- Small business and arts promotion
- Tourism infrastructure
- Hospitality community engagement

Arlington County's enabling legislation to levy a Transient Occupancy Tax add-on (0.25 percent) to support this fund was reinstated by the Virginia General Assembly in the FY 2019 budget year with a sunset effective July 1, 2021.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Travel and Tourism Promotion Fund is $1,546,700, no change from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↓ Personnel decreases due to adjustments to reflect actual salaries and lower retirement contributions based on current actuarial projections, partially offset by an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases due to additional funding for trade and promotion ($34,591), partially offset by a reduction in annual expense for maintenance and replacement of County vehicles ($1,068).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$739,810	$838,315	$804,792	-4%
Non-Personnel	738,480	708,385	741,908	5%
Total Expenditures	1,478,290	1,546,700	1,546,700	-
Transient Occupancy Tax	1,231,590	1,300,000	1,300,000	-
Transfer from the General Fund	246,700	246,700	246,700	-
Total Revenues	$1,478,290	$1,546,700	$1,546,700	-
Change in Fund Balance	-	-	-	-
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

TRAVEL AND TOURISM PROMOTION FUND
FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
Beginning Balance, July 1	-	-	-	-
Transient Occupancy Tax Revenue	$1,231,590	$1,300,000	$1,300,000	$1,300,000
General Fund Transfer In	246,700	246,700	246,700	246,700
Total Revenues	1,478,290	1,546,700	1,546,700	1,546,700
Total Balance, Revenues and Transfers In	1,478,290	1,546,700	1,546,700	1,546,700
Personnel	739,810	838,315	838,315	804,792
Operating	738,480	708,385	708,385	741,908
Total Expenditures	$1,478,290	$1,546,700	$1,546,700	$1,546,700
Closing Balance, June 30	-	-	-	-

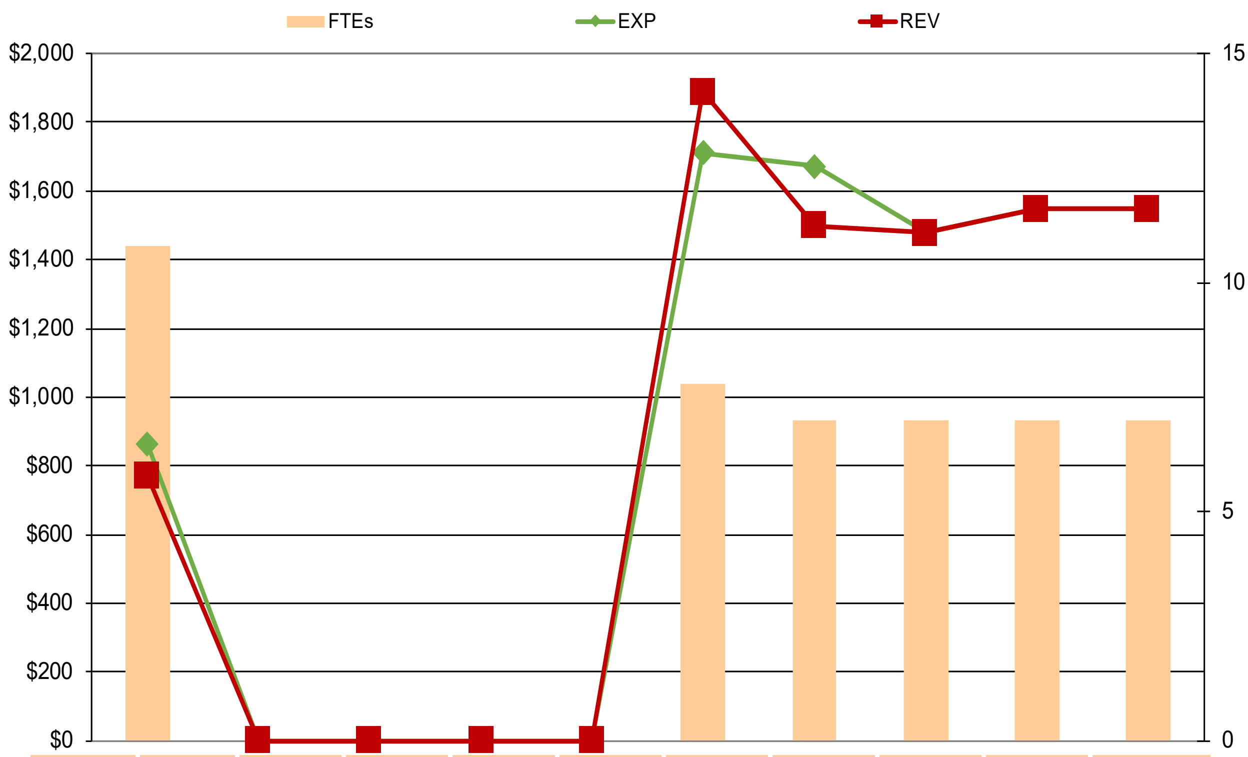
PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average daily rate of hotel rooms in Arlington	$157.54	$164.46	$165.17	$161.97	$165.00	$165.00
Hotel occupancy	77.2%	77.4%	76.7%	74.0%	75.0%	75.0%
Internet visits to ACVS	57,410	149,815	171,460	278,517	250,000	315,000
Leads for the booking of group room nights	48,257	50,575	67,136	67,615	62,000	65,000

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate
Conversion rate of leads to actual bookings for group room nights	49%	52%	44%	53%	50%	50%
Group room nights booked	23,920	26,391	29,261	36,065	31,000	32,500
Visitor services in-person	18,259	13,198	17,210	19,822	17,000	19,000
Visitors guides and other distributions	9,711	118,419	114,569	107,675	125,000	105,000
Visitor maps distributed	43,627	94,725	175,124	183,421	145,000	143,000

- Based on FY 2019 actuals and CY 2019 data, FY 2021 estimates reflect the following:
  - The average daily rate of hotel rooms in Arlington finished strong for CY 2019, although it is expected to remain relatively flat as a result of increased lodging inventory (more available regional hotel rooms) and softening regional demand.
  - Leads for the booking of group room nights and group room nights booked is similarly expected to be slightly lower due to softening regional demand.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
EXP	$862	-	-	-	-	$1,711	$1,673	$1,478	$1,547	$1,547
REV	$771	-	-	-	-	$1,889	$1,498	$1,478	$1,547	$1,547
FTEs	10.80	-	-	-	-	7.80	7.00	7.00	7.00	7.00

Fiscal Year	Description	FTEs
FY 2012	▪ Personnel expenses decreased primarily due to reduction in operations based on lower Transient Occupancy Tax (TOT) which supports this fund. The County Board has directed staff beginning January 1 to focus on other Arlington Economic Development (AED) activities such as promoting and marketing businesses and cultural events within Arlington County, as well as enhancing small business initiatives.	
	▪ Transient Occupancy Tax (TOT) revenues decreased by 52 percent due to the loss of the TOT for hotel stays beginning January 1, 2012. The state legislation that authorizes Arlington County to assess this additional 0.25 percent transient occupancy tax was not renewed by the State Assembly and expires on December 31, 2011.	
	▪ Miscellaneous revenues decreased ($2,500) due to the closure of the Visitor Center at Pentagon Row which sold County merchandise. The new Mobile Visitor Center is purely informational with no merchandise or retail sales. County merchandise can now be purchased at the Plaza Library branch location.	
FY 2013	▪ The additional Transient Occupancy Tax add-on (0.25 percent) which has supported the fund since January 1, 1991, was not re-established by the State Assembly in the spring of CY 2011. Arlington County's enabling legislation to impose this add-on tax expired on January 1, 2012.	
	▪ For FY 2013, the Travel and Tourism Promotion Fund did not exist as a Special Revenue fund. The County Board adopted a reduced convention and visitor services program in Arlington Economic Development's General Fund budget.	
FY 2017	▪ *Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25%) was re-established by the General Assembly for the FY 2017 budget year. The County Board adopted an ordinance after budget adoption to amend Chapter 40 (Transient Occupancy Tax) of the Code of Arlington County to add an additional 0.25 percent transient occupancy tax levy for the purpose of promoting tourism and business travel in Arlington County. The County Board appropriated $1.25 million in revenue and expense to the Travel and Tourism Promotion Fund along with 2.0 limited term positions.*	*2.0*
	▪ *After budget adoption, the County Board transferred Arlington Convention and Visitor Services from the General Fund to the Travel and Tourism Fund ($626,148, 5 FTEs, 0.80 Temporary FTEs).*	*5.8*
FY 2018	▪ A 0.80 temporary FTE was transferred to the AED Director's Office line of business in the General Fund.	(0.8)

Fiscal Year	Description	FTEs
FY 2019	▪ Decreased trade and promotion funding ($159,163) and reallocated a portion of this funding for contracted services related to website maintenance ($110,000). ▪ Revenue increased due to projections of hotel occupancy and rates hotel ($27,500). ▪ Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25%) was re-established by the General Assembly for the FY 2019 budget year with a sunset effective July 1, 2021.	
FY 2020	▪ No significant changes.	

Our Mission: To provide supplemental services in support of successful revitalization of Ballston and its economic development

In December 2010, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Ballston as of January 1, 2011. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The Ballston Business Improvement Corporation (BBIC), an organization whose Board of Directors and committee membership includes owners and tenants of property located in the District, oversees the work program.

The Ballston BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed budget for the Ballston Business Improvement District is $1,569,935, a five percent increase from the FY 2020 adopted budget. This expenditure budget includes $39,248 budgeted contribution to the BID's reserve fund balance, which is the maximum contribution of two and a half percent of fiscal year revenues.

- ↑ The proposed CY 2020 real estate tax rate is $0.045 per $100 of assessed value, no change from the CY 2019 tax rate. Due to an increase in real estate assessed values, revenue increases five percent ($72,419).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	-	-
Non-Personnel	$1,614,759	$1,497,516	$1,569,935	5%
Total Expenditures	1,614,759	1,497,516	1,569,935	5%
Total Revenues	1,658,339	1,497,516	1,569,935	5%
Change in Fund Balance	**$43,580**	**$37,438**	**$39,248**	**5%**

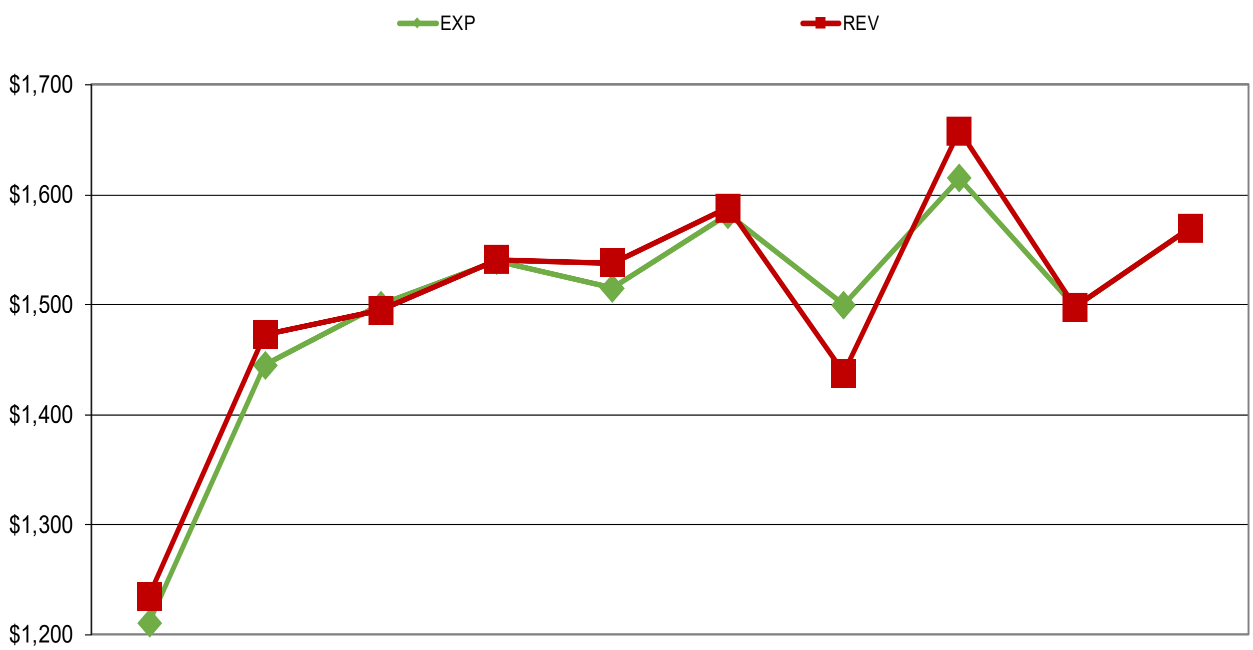
BALLSTON BUSINESS IMPROVEMENT DISTRICT FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$14,621	$58,329	$58,201	$63,465
TOTAL BALANCE	14,621	58,329	58,201	63,465
REVENUES				
Interest Earned on Fund Balance	1,031	-	-	-
Special Assessment District Revenue	1,657,308	1,497,516	1,464,686	1,569,935
TOTAL REVENUES	1,658,339	1,497,516	1,464,686	1,569,935
TOTAL BALANCE AND REVENUES	1,672,960	1,555,845	1,522,887	1,633,400
EXPENSES				
Operating Budget (incl. Admin Fee)	1,614,759	1,460,078	1,459,422	1,530,687
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	1,614,759	1,460,078	1,459,422	1,530,687
Budgeted Contribution to Delinquency or Appeals	-	37,438	5,264	39,248
CLOSING BALANCE, JUNE 30	**$58,201**	**$95,767**	**$63,465**	**$102,713**

Notes:

1) A five percent reserve for uncollected taxes and assessment appeals reductions is required for the fund. This reserve is reflected in the "Delinquency or Appeals Reserve" portion of the fund balance in combination with the Delinquency or Appeals expense. However, there is an annual cap of 2.5 percent of budgeted revenues in contributions to the reserve. The FY 2021 proposed budget reflects adherence to this reserve balance policy.
2) The FY 2020 re-estimate is the current projection of expenses and revenues.
3) Revenue is credited to the BID each year on a calendar year, rather than fiscal year basis. For example, the FY 2020 revenue is from the June 2019 and October 2019 tax payments. Therefore, the FY 2020 re-estimated revenue is not impacted by the January 2020 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$1,211	$1,445	$1,500	$1,540	$1,515	$1,582	$1,500	$1,615	$1,498	$1,570
REV	$1,235	$1,473	$1,495	$1,541	$1,538	$1,588	$1,438	$1,658	$1,498	$1,570

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board adopted the Ballston Business Improvement District Fund with a real estate assessment tax set at $0.045 for each $100 of assessed value.	
FY 2013	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2014	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2015	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2016	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2017	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2018	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	
FY 2019	▪ The County Board adopted a one-time tax rate increase for the Ballston BID at $0.053 for $100 of assessed value.	
FY 2020	▪ The County Board set the Ballston BID tax rate at $0.045 for each $100 of assessed value.	

ARLINGTON
VIRGINIA

Our Mission: To provide supplemental services in support of successful revitalization of Rosslyn and its economic development

In December 2002, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Rosslyn. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The County Board adopted the Rosslyn Business Improvement District in FY 2004. Rosslyn Business Improvement Corporation (RBIC), an organization whose Board of Directors and committee membership includes owners and tenants of property located in the District, oversees the work program.

The Rosslyn BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed budget for the Rosslyn Business Improvement District is $4,053,393, a three percent increase from the FY 2020 adopted budget. The expenditure budget includes $89,692 budgeted contribution to the BID's reserve fund balance to achieve the target of five percent of the fiscal year revenues.

↑ The proposed CY 2020 real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2019 tax rate. Due to an increase in assessed real estate values, revenue increases three percent ($115,055).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	-	-
Non-Personnel	$3,749,849	$3,938,338	$4,053,393	3%
Total Expenditures	3,749,849	3,938,338	4,053,393	3%
Total Revenues	3,637,271	3,938,338	4,053,393	3%
Change in Fund Balance	($112,578)	$80,000	$89,692	12%

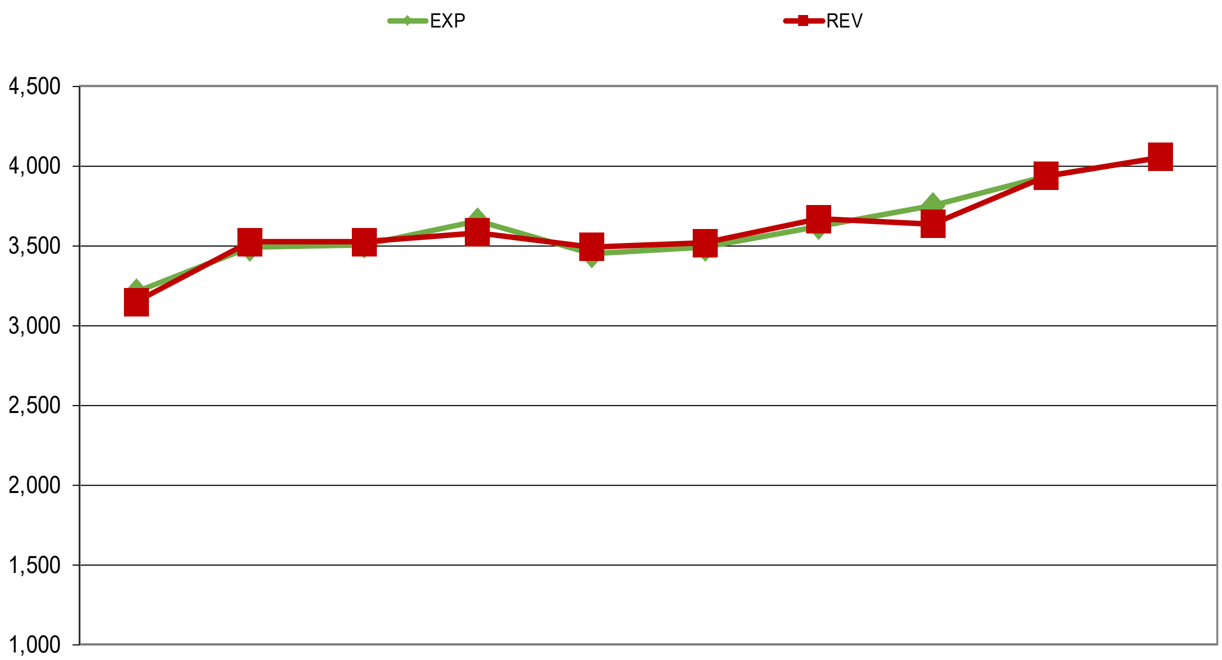
ROSSLYN BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$225,555	$184,473	$112,977	$112,977
TOTAL BALANCE	225,555	184,473	112,977	112,977
REVENUES				
Interest Earned on Fund Balance	1,842	-	-	-
Special Assessment District Revenue	3,635,429	3,938,338	3,833,090	4,053,393
TOTAL REVENUES	3,637,271	3,938,338	3,833,090	4,053,393
TOTAL BALANCE AND REVENUES	3,862,826	4,122,811	3,946,067	4,166,370
EXPENSES				
Operating Budget (incl. Admin Fee)	3,704,779	3,858,338	3,833,090	3,963,701
Drawdown Requests	45,070	-	-	-
TOTAL EXPENSES	3,749,849	3,858,338	3,833,090	3,963,701
Budgeted Contribution to Delinquency or Appeals	-	80,000	-	89,692
CLOSING BALANCE, JUNE 30	**$112,977**	**$264,473**	**$112,977**	**$202,669**

Notes:

1) A five percent reserve for uncollected taxes and assessment appeals reductions is required for the fund. This reserve is reflected in the “Delinquency or Appeals Reserve” portion of the fund balance in combination with the Delinquency or Appeals expense. The FY 2021 proposed budget reflects adherence to this reserve balance policy.
2) The FY 2020 re-estimate is the current projection of expenses and revenues.
3) Revenue is credited to the BID each year on a calendar year, rather than fiscal year basis. For example, the FY 2020 revenue is from the June 2019 and October 2019 tax payments. Therefore, the FY 2020 re-estimated revenue is not impacted by the January 2020 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$3,210	$3,491	$3,508	$3,654	$3,449	$3,489	$3,624	$3,750	$3,938	$4,053
REV	$3,146	$3,524	$3,524	$3,583	$3,494	$3,517	$3,669	$3,637	$3,938	$4,053

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board set the RBID tax rate at $0.080 for each $100 of assessed value.	
FY 2013	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2014	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2015	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2016	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2017	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2018	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2019	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	
FY 2020	▪ The County Board set the RBID tax rate at $0.078 for each $100 of assessed value.	

Our Mission: To provide supplemental services in support of successful revitalization of Crystal City and its economic development

In April 2006, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Crystal City. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The BID's Board of Directors and committee membership, who oversee the work program, includes owners and tenants of the properties located in the District. In September 2019, the Arlington County Board passed an ordinance to expand the boundaries of the BID to include parcels from the Arlington portion of Potomac Yard and Pentagon City submarkets which expanded its geographic boundaries by 76 percent.

The Crystal City BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the expanded Crystal City Business Improvement District is $4,739,568, a 71 percent increase from the FY 2020 adopted budget. This expenditure budget includes $118,489 budgeted contribution to the BID's reserve fund balance, which is the maximum contribution of two and a half percent of fiscal year revenues.

↑ The proposed CY 2020 real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2019 tax rate. Revenue increased 71 percent due to higher assessed values for the pre-expansion parcels ($126,925) and the addition of the expansion parcels ($1,848,987).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	-	-
Non-Personnel	$2,520,507	$2,763,656	$4,739,568	71%
Total Expenditures	2,520,507	2,763,656	4,739,568	71%
Total Revenues	2,553,659	2,763,656	4,739,568	71%
Change in Fund Balance	$33,152	$69,091	$118,489	71%

CRYSTAL CITY BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$38,081	$59,869	$71,233	$28,886
TOTAL BALANCE	38,081	59,869	71,233	28,886
REVENUES				
Interest Earned on Delinquency/Appeals Reserve	4,831	-	-	-
Special Assessment District Revenue	2,548,828	2,763,656	2,649,907	4,739,568
TOTAL REVENUES	2,553,659	2,763,656	2,649,907	4,739,568
TOTAL BALANCE AND REVENUES	2,591,740	2,823,525	2,721,140	4,768,454
EXPENSES				
Operating Budget (Admin Fee)	2,520,507	2,694,565	2,692,254	4,621,079
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	2,520,507	2,694,565	2,692,254	4,621,079
Budgeted Contribution to Delinquency or Appeals	-	69,091	-	118,489
CLOSING BALANCE, JUNE 30	**$71,233**	**$128,960**	**$28,886**	**$147,375**

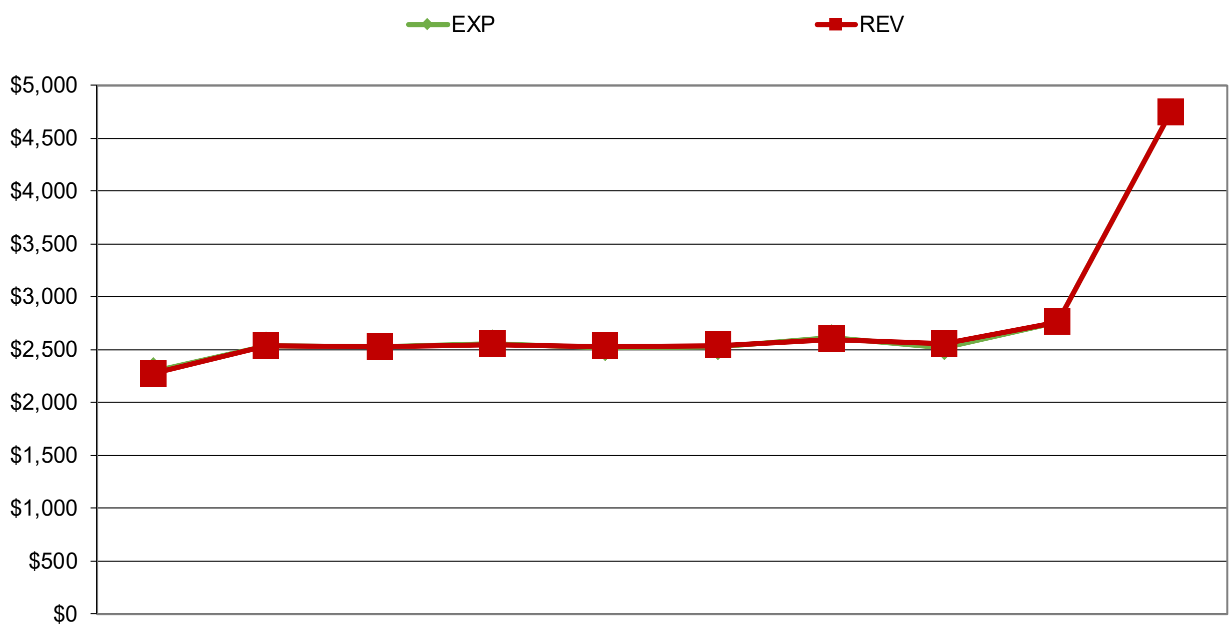
Notes:

1) A five percent reserve for uncollected taxes and assessment appeals reductions is required for the fund. This reserve is reflected in the "Delinquency or Appeals Reserve" portion of the fund balance in combination with the Delinquency or Appeals expense. However, there is an

annual cap of 2.5 percent of budgeted revenues in contributions to the reserve. The FY 2021 proposed budget reflects adherence to this reserve balance policy.

2) The FY 2020 re-estimate is the current projection of expenses and revenues.
3) Revenue is credited to the BID each year on a calendar year, rather than fiscal year basis. For example, the FY 2020 revenue is from the June 2019 and October 2019 tax payments. Therefore, the FY 2020 re-estimated revenue is not impacted by the January 2020 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$2,295	$2,540	$2,526	$2,560	$2,514	$2,523	$2,614	$2,521	$2,764	$4,740
REV	$2,270	$2,532	$2,523	$2,551	$2,529	$2,539	$2,599	$2,554	$2,764	$4,740

Fiscal Year	Description	FTEs
FY 2012	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2013	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2014	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2015	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2016	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2017	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2018	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2019	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	
FY 2020	▪ The County Board set the Crystal City BID tax rate at $0.043 for each $100 of assessed value.	

Our Mission: To improve the housing, neighborhood, and economic conditions of Arlington County's low and moderate-income residents by effectively administering the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME) grant, and Community Services Block Grant (CSBG).

Housing and Community Development staff responsibilities include:

- Develop the annual Community Development Fund grant recommendations.
- Provide technical assistance, coordinate, monitor, and evaluate community development activities in Arlington.
- Ensure compliance of CDBG, CSBG, and HOME- eligible activities with federal regulations (e.g. environmental, labor standards, Section 3 employment opportunities and acquisition) through financial management and oversight.
- Promote citizen participation in the planning, implementation, and evaluation of these programs.
- Provide staff support for the Community Development Citizens Advisory Committee (CDCAC).

SIGNIFICANT BUDGET CHANGES

The FY 2021 Proposed budget totals $3,231,142 and includes funding from program income ($900,000), Community Development Block Grant (CDBG) funds ($1,345,258), federal HOME program funds ($712,272), and CSBG grant funds ($273,612). The City of Falls Church will receive $57,025 of the CDBG grant funds and $30,129 of the HOME grant funds under a Cooperation Agreement with the County.

- ↓ Personnel decreases from the FY 2020 Adopted budget due to the reclassification of an FTE funded with federal dollars and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- ↑ Non-personnel increases from the FY 2020 Adopted budget due to an increase in the amount of HOME and CDBG program income.
- The Program Financial Summary on the following page includes revised FY 2020 revenue and expenses from County Board action taken in September 2019 (Community Development Action Plan adoption). The table provides a comparative percent change based on the FY 2020 adopted budget to FY 2021 proposed budget.
- FY 2021 revenue projections assume level funding over FY 2020 Revised revenues.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual*	FY 2020 Revised**	FY 2021 Proposed	% Change '20 Revised to '21
Personnel	$391,575	$586,770	$504,064	-14%
Non-Personnel	4,663,949	2,644,372	2,727,078	3%
Total Expenditures	5,055,524	3,231,142	3,231,142	-
Program Income***/Revolving Loan	1,925,082	900,000	900,000	-
Grants - CDBG	2,782,055	1,345,258	1,345,258	-
Grants - HOME	100,138	712,272	712,272	-
Grants - CSBG	248,249	273,612	273,612	-
Total Revenues	$5,055,524	$3,231,142	$3,231,142	-
Net Tax Support	-	-	-	-
Permanent FTEs	4.50	4.50	4.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.50	4.50	4.50	

** FY 2019 actuals include revenue from prior grant years as well as carry-over funds.*
*** FY 2020 Revised reflects the final 2020 Community Development Action Plan which was approved by the County Board on September 21, 2019.*
**** FY 2020 Revised includes $500,000 in CDBG program income and $400,000 for HOME program income. FY 2021 assumes level funding of these sources.*

CPHD COMMUNITY DEVELOPMENT FUND, FUND STATEMENT

	FY 2019 Actual*	FY 2020 Revised**	FY 2021 Proposed	% Change '20 Revised to '21
Beginning Balance, July 1	-	-	-	-
Program Income/Revolving Loan**	$1,925,082	$900,000	$900,000	-
Federal Revenue (CDBG)	2,782,055	1,345,258	1,345,258	-
Federal Revenue (HOME)	100,138	712,272	712,272	-
Federal/State Revenue (CSBG)	248,249	273,612	273,612	-
Total Balance and Revenues	5,055,524	3,231,142	3,231,142	-
Total Expenditures	$5,055,524	$3,231,142	$3,231,142	-
Closing Balance, June 30	-	-	-	-

** FY 2019 actuals include revenue from prior grant years as well as carry-over funds.*
*** FY 2020 Revised includes $500,000 in CDBG program income and $400,000 for HOME program income. FY 2021 assumes level funding of these sources.*

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of micro-enterprises assisted with loans and technical support	41	34	30	72	106	105
Number of owner-occupied units improved	14	13	19	14	15	15
Number of persons assisted through training and job placement/success rate	285/71%	175/73%	247/58%	244/58%	273/58%	267/70%
Number of persons benefiting from public service activities	1,307	757	4,503	9,706	4,448	5,807

- The FY 2019, FY 2020, and FY 2021 number of micro-enterprises assisted with loans and technical support reflects an estimated higher number of clients as the methodology has been adjusted to include clients receiving both loans and technical assistance.
- The FY 2018 number of persons benefiting from public service activities is higher than previous years because of a change in methodology to include participants in workshops, cleanups, and neighborhood events funded through the County's Small Grants Program. This number increased in FY 2019 due to the size of the neighborhoods selected for the County's Small Grants Program and decreased in FY 2020 for the same reason.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of CDBG/CSBG sub grantees	20	23	26	24	23	22
Number of CDBG/CSBG assisted activities	25	25	27	23	23	24
Number of housing events and workshops sponsored	38	46	43	38	45	41

- The values above represent outcomes for CDBG and CSBG-funded grants only in Arlington County (i.e., not AHIF Housing Services). Falls Church also uses CDBG funds for grants, which are not accounted for in these totals.
- The number of CDBG/CSBG sub grantees is the number of unduplicated organizations that receive either CDBG or CSBG funding. The number of CDBG/CSBG-assisted activities is the number of individual programs funded through CDBG or CSBG funds. This is meant to demonstrate that an organization can receive funding to provide multiple programs and possibly through more than one funding source. The number of sub grantees and assisted activities vary annually based on the funding proposals received and the total amount of funds available.

DESCRIPTION OF FY 2021 HOUSING AND COMMUNITY DEVELOPMENT FUND PROGRAMS

The Housing and Community Development Fund is used to support a variety of affordable housing and community development programs. These programs support the goals of the County's FY 2016-2021 Consolidated Plan, which include the following:

1. Create and sustain affordable housing;
2. Promote healthy and self-sufficient families;
3. Stabilize households at risk of homelessness; and,
4. Foster vibrant and sustainable neighborhoods.

In addition to affordable housing and community development programs, a portion of Housing and Community Development Fund dollars support administrative and planning functions for these programs, including funds for 4.5 FTEs within the Housing Division of the Department of Community Planning, Housing and Development. Further, as a result of a cooperation agreement, the City of Falls Church also receives a portion of the County's CDBG and HOME funds for housing and community development programs administered within that jurisdiction.

Housing and Community Development Fund programs and costs for FY 2021 may be summarized as follows:

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED**	FY 2021 TOTAL	FY 2021 CDBG	FY 2021 CSBG & TANF***	FY 2021 AHIF****	FY 2021 HOME	FY 2021 General Fund****
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING								
Community Development Grant Funds	125,000	125,000	125,000	125,000	-	-	-	-
Multifamily Loan Fund*	3,770,548	1,882,068	1,864,434	893,518	-	-	970,916	-
TOTAL, GOAL 1	**$3,895,548**	**$2,007,068**	**$1,989,434**	**$1,018,518**	**-**	**-**	**$970,916**	**-**
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES								
Community Development Grant Funds	854,111	1,068,501	845,750	315,000	330,750	150,000	-	50,000
TOTAL, GOAL 2	**$854,111**	**$1,068,501**	**$845,750**	**$315,000**	**$330,750**	**$150,000**	**-**	**$50,000**
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Community Development Fund Grants	105,000	50,000	75,000	25,000	-	50,000	-	-
TOTAL, GOAL 3	**$105,000**	**$50,000**	**$75,000**	**$25,000**	**-**	**$50,000**	**-**	**-**
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	5,000	5,000	5,000	5,000	-	-	-	-
*****Housing Outreach Program CPHD-HD *(public services funds only)*	117,478	62,000	62,000	62,000	-	-	-	-
TOTAL, GOAL 4	**$122,478**	**$67,000**	**$67,000**	**$67,000**	**-**	**-**	**-**	**-**

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED**	FY 2021 TOTAL	FY 2021 CDBG	FY 2021 CSBG & TANF***	FY 2021 AHIF****	FY 2021 HOME	FY 2021 General Fund****
FEDERAL PROGRAM ADMINISTRATION/PLANNING								
Federal Administration and Planning	386,019	490,743	484,822	356,379	17,216	-	111,227	-
Arl. County Administration of Falls Church Program	6,421	6,336	6,336	6,336	-	-	-	-
TOTAL, ADMINISTRATION/PLANNING	**$392,440**	**$497,079**	**$491,158**	**$362,715**	**$17,216**	**-**	**$111,227**	**-**
TOTAL, ARLINGTON GRANT	**$5,369,577**	**$3,689,648**	**$3,468,342**	**$1,788,233**	**$347,966**	**$200,000**	**$1,082,143**	**$50,000**
FALLS CHURCH								
Other Falls Church Programs	83,612	108,746	80,818	50,689	-	-	30,129	-
CDBG Administration - City of Falls Church	6,421	6,336	6,336	6,336	-	-	-	-
TOTAL, FALLS CHURCH	**$90,033**	**$115,082**	**$87,154**	**$57,025**	**-**	**-**	**$30,129**	**-**
TOTAL, ARLINGTON AND FALLS CHURCH	**$5,459,610**	**$3,804,730**	**$3,555,496**	**$1,845,258**	**$347,966**	**$200,000**	**$1,112,272**	**$50,000**

** In addition to the values above, the County Board allocated $1.37M to the County's Moderate Income Purchasing Assistance Program (MIPAP) in January 2017. Staff anticipates using approximately $400,000 of this allocation (prior-year funds) for the MIPAP program in FY 2021.*

*** FY 2020 Revised includes $500,000 in CDBG program income and $400,000 for HOME program income. FY 2021 assumes level funding of these sources.*

**** FY 2021 CSBG & TANF funds include $74,354 in FY 2020 carryover funds.*

***** AHIF and General Fund dollars noted in this summary are captured in the County's General Fund budgets. They are included in this table as they help support the Community Development Fund Grant Program which is further described in this narrative.*

****** For FY 2021, in addition to the public services funds shown, approximately $75,000 in Administration and Planning funds also will be used to support the Housing Outreach program.*

Below are descriptions of these programs and supportive functions for FY 2021.

Community Development Fund Grant Program

The Community Development Fund is a competitive grant fund comprised of federal Community Development Block Grant (CDBG), federal and state Community Services Block Grant (CSBG), and local general funds, including Affordable Housing Investment Fund (AHIF) Housing Services funds. Grants are awarded to nonprofit agencies meeting the goals of the County's FY 2016-2021 Consolidated Plan.

Eligible organizations are non-profit agencies serving low and moderate income Arlington residents. Grants are renewable and awarded for one-year periods. Grants between $20,000 and $50,000 may be requested for public services that serve low and moderate income residents, such as neighborhood, job training, youth, or senior programs. Housing development, homeownership, housing rehabilitation, certain economic development programs, and business development (such as micro-enterprise and small business assistance) are eligible for grants up to $100,000.

A summary of FY 2021 proposed funding allocations appear below:

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

***Total: $125,000** (all CDBG)*

- **Achieve Your Dream:** $35,000 CDBG for Latino Economic Development Corporation (LEDC) to conduct outreach and provide workshops to eligible prospective home buyers that will promote homeownership and prevent foreclosure for low and moderate income and minority households. EXPECTED OUTCOME: One-on-one counseling and educational workshops will result in 30 families becoming first-time Arlington homebuyers.
- **Arlington Energy Masters:** $20,000 CDBG for EcoAction Arlington to train volunteers to weatherize apartments occupied by low-income Arlington residents and educate residents about energy efficiency measures. EXPECTED OUTCOME: 30 volunteers will be trained; 50 units will receive energy and water conservation improvements; and 25 will receive energy and water conservation supplies and educational information through one-on-one sessions and/or workshops.
- **Volunteer Home Repair Program:** $70,000 CDBG to Rebuilding Together for staff and related costs to manage a single-family home repair program for seniors and persons with disabilities. Volunteers conduct energy audits and repair houses owned and occupied by low and moderate-income persons. EXPECTED OUTCOME: 15 properties will be rehabilitated.

GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES

***Total: $845,750** ($315,000 CDBG; $227,000 CSBG; $103,750 CSBG-TANF; $150,000 AHIF Housing Services, $50,000 General Fund)*

- **Aspiring. Skills. Determined.**: $25,000 CDBG to ServiceSource, Inc. to assist individuals with autism spectrum disorder (ASD) in achieving improved self-sufficiency, quality of life and community integration through employment opportunities. EXPECTED OUTCOME: Eight individuals will attend the ASD Soft Skills Club; five will receive situational assessments, work experience, or internship opportunities; and six individuals will be placed in jobs.
- **Bringing Technology Prosperity to Residents**: $20,000 in AHIF Housing Services funds (first year of two-year grant) for Arlington Partnership for Affordable Housing (APAH) to increase access to technology related programming for low-income residents. EXPECTED OUTCOME: Enroll nearly 400 residents in various technology-related programming across the organization's 1,700-unit portfolio.
- **Buckingham Youth Brigade**: $25,000 CDBG for BU-GATA to encourage civic involvement and develop leadership among youth and their families in the Buckingham neighborhood. EXPECTED OUTCOME: 15-20 youth will be trained to access community services and educational resources, make positive decisions, and develop interpersonal and cultural competencies.
- **Career Readiness and Job Placement**: $25,000 CSBG-TANF to La Cocina to develop a 17-week bilingual culinary arts job training and vocational English instruction job-readiness program. The program will connect clients with paid internships and wrap-around services. EXPECTED OUTCOME: 60 individuals will be trained for jobs in the culinary-arts field and 57 individuals will be placed in jobs.
- **Caregiver Education Workshops and Resource Fair:** $30,000 AHIF Housing Services funds (first year of two-year grant) to Arlington Retirement Housing Corporation (ARHC) to partner with the Area Agency on Aging and other partners to present quarterly educational workshops featuring programming to enhance older adults' care, as well as connecting caregivers experiencing similar challenges to increase knowledge of services and resources available in Arlington. EXPECTED OUTCOMES: Organize a Resource Fair for 100 caregivers and

older adults and implement four caregiver workshops with an average of 15 new participants per quarter.

- **Client Services Specialist**: $20,000 CSBG-TANF to Bonder and Amanda Johnson Community Development Corporation to fund a Client Services Specialist position that will connect residents with social services in the Green Valley neighborhood. EXPECTED OUTCOME: Approximately 600 low-income clients will be connected with services.
- **Emerging Leaders:** $25,000 CDBG to Edu Futuro to empower immigrant youth to achieve academically and enhance their leadership abilities through after-school programming. EXPECTED OUTCOME: 115 immigrant youth will be served through the Emerging Leaders Program (ELP), and 70 will complete the program and stay on track towards applying for college. Five high school seniors who graduate from program will enroll in college.
- **Employment and Training Program**: $30,000 CDBG, $50,000 CSBG, and $28,750 CSBG-TANF to Arlington Employment Center (AEC) in DHS for employment training and job skills development programs including Individualized Training program, Computer Training, and the Homeless Services program to provide homeless or at-risk of being homeless residents with work experiences. EXPECTED OUTCOME: 37 residents receive Microsoft Office A+ certification, 15 residents receive CompTia A+ certification, 20 residents receive CDA certification, 70 residents receive workforce and career coaching.
- **Empowering Immigrant Youth**: $25,000 CDBG to Liberty's Promise to provide an internship and after-school civic engagement program for low-income immigrant youth at Wakefield High School. EXPECTED OUTCOME: 40 youth will participate in the civic engagement and job skills training program, with 30 participating in job skills training and creating a resume/cover letter and nine participants completing an internship or job experience program.
- **Escala**: $30,000 CDBG to Northern Virginia Family Service to integrate its small business development program, Escala, with La Cocina VA's Kitchen Incubator program as part of the latter agency's establishment of the Zero Barriers Training and Entrepreneurship Center (TEC) in Arlington County. EXPECTED OUTCOMES: 15 prospective entrepreneurs are enrolled in incubator program and 12 will register for a tax ID number and make a sale.
- **Fathers in Touch:** $20,000 CSBG-TANF to Capital Youth Empowerment Program (CYEP) to bring awareness to the topics of child support, the impact of domestic violence, and substance abuse and mental health to strengthen protective factors within the father and to help eliminate the barriers between parents and children. EXPECTED OUTCOMES: 23 at-risk fathers will decrease risk for child abuse and neglect.
- **Gilliam Place & Fisher House Resident Services:** $50,000 AHIF Housing Services funds (second year of a two-year grant) to Arlington Partnership for Affordable Housing (APAH) to provide onsite resident services programs at Gilliam Place and Fisher House apartments. These programs will focus on four core areas: improving health and wellness; developing job or promotion readiness; enhancing financial literacy; and fostering civic engagement. EXPECTED OUTCOMES: 100 residents receive eviction prevention support; 70 residents attend financial management courses; 70 residents attending rights and responsibilities workshops or counseling; 40 adults and 40 children attend healthy cooking classes; 35 children enroll in read out loud or homework club; 40 residents enrolled in employment mentoring or counseling.
- **Immigrant Advocacy Program:** $25,000 CSBG to Legal Aid Justice Center to help low-income immigrant workers and their families build assets and increase self-sufficiency by offering legal assistance and information. EXPECTED OUTCOME: 60 residents will participate in in-depth seminars; 60 residents will be referred to appropriate services; 30 cases will be opened and 25 closed in client's favor.
- **Immigration Legal Services - Ayuda:** $20,000 CSBG to Ayuda to provide immigration legal services to low-income immigrants eligible for humanitarian remedies, including consultations,

case representation, and information. EXPECTED OUTCOME: At least 60 low-income people will be served, with an estimated 10 clients receiving long-term representation.

- **Immigration Legal Services – Just Neighbors:** $25,000 CSBG to Just Neighbors for on-site legal clinics to help immigrants receive work authorizations, facilitate family unification, and assist with domestic violence issues. EXPECTED OUTCOME: 26 low income residents will secure work authorization; 13 immigrant women and their children will become free from domestic violence through improved legal status; and 16 individuals will be assisted in applying for a green card or citizenship.
- **Innovations in Healthy Aging Program**: $50,000 AHIF Housing Services funds (second year of two-year grant) for Arlington Retirement Housing Corporation (ARHC) to partner with entrepreneurs to develop and produce actual technology innovations that enhance the health, independence and engagement for lower income older persons in independent living at Culpepper Garden. EXPECTED OUTCOMES: Implement 2-3 demonstration projects that will enhance resident lives at Culpepper.
- **Job Placement and Employment Program:** $25,000 CSBG and $10,000 CSBG-TANF to Offender Aid and Restoration (OAR) to provide employment support to individuals pre-release (while they are still incarcerated) and post-release (within the first year after release). EXPECTED OUTCOME: At least 42 Arlington clients will be enrolled pre-release and complete employment-focused courses pre-release; and 14 clients will be provided with employment assistance post-release, with 7 securing permanent employment.
- **Learning Rocks! Program**: $30,000 CSBG for Aspire! Afterschool Learning to provide daily afterschool program for low-income 3rd-5th grade students who are at risk of falling into the achievement gap. EXPECTED OUTCOME: 36 youth will improve their academic skills by one grade level.
- **Micro-Enterprise Loan Program:** $45,000 CDBG to Enterprise Development Group (EDG) for local matching funds to provide micro-enterprise development services including technical assistance and business loans. Local match funding is necessary for EDG to leverage federal Small Business Administration (SBA) micro-loan program funds. EXPECTED OUTCOME: 13 loans will be made to micro-enterprises; $300,000 in micro-business loans will be made and 30 small businesses will receive technical assistance.
- **Money Smarts Program:** $25,000 CDBG to Virginia Cooperative Extension (VCE) to help families build assets, increase well-being, empower economically vulnerable Arlington residents to make sound money management decisions, meet financial obligations, save for their short and long-term goals and prevent households from becoming homeless. EXPECTED OUTCOME: 60 individuals served through program with 40 graduating and 24 participants achieving short-term savings goals.
- **Northern Virginia Dental Clinic:** $22,000 CSBG to Northern Virginia Dental Clinic (NVDC) to fill critical gap in oral health care services for low-income, uninsured and underserved residents in Arlington. EXPECTED OUTCOME: 120 Arlington residents will be enrolled in program; 100 clients will achieve an improved state of oral health.
- **Project Discovery:** $30,000 CSBG to AHC, Inc. for Project Discover for academic support, mentoring and college visits for low-income high school students. EXPECTED OUTCOME: 110 low- and very low-income students participate, including 10 program graduates in their freshman year of college.
- **Promising Futures – Housing Stability**: $25,000 CDBG to Wesley Housing Development Corporation (WHDC) for on-site programs to promote self-sufficiency, including eviction prevention/intervention, counseling, job training, referrals, food assistance, and other services for low-income adults at Whitefield Commons and Knightsbridge Apartments in Buckingham. EXPECTED OUTCOME: 100 households will access linkage/referral support, 15 adults will improve computer literacy and seven adults will achieve new or improved employment.

- **Tenant Outreach Program**: $50,000 in General Fund support to BUGATA for outreach services to low-income renters. This will include one-on-one outreach and referrals, as well as workshops that will educate tenants about available services and programs. EXPECTED OUTCOME: 40 tenants will access services and programs they learned about at a BU-GATA hosted workshop.
- **Small Business Development & Microlending:** $40,000 CDBG to Latino Economic Development Corporation (LEDC) to provide linguistically and culturally competent economic development services such as small business financing assistance, pre- and post-loan technical assistance, and educational workshops for low and moderate-income aspiring entrepreneurs and existing small business owners in Arlington County. EXPECTED OUTCOME: 15 loans will be made to small businesses and three educational workshops will be held, with 60 workshop participants.
- **Training Futures:** $20,000 CDBG to Northern Virginia Family Services for a six-month program that teaches marketable job skills and offers post-secondary education credentials to economically disadvantaged unemployed or underemployed, high-potential adults. EXPECTED OUTCOME: 10 residents enrolled with nine completing the program and seven participants acquiring or improving employment.

GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS

Total: $75,000 *($25,000 CDBG; $50,000 AHIF)*

- **Case Management Pilot Program:** $20,000 AHIF Housing Services (first year of a two year grant) to Arlington Thrive to provide intensive case management support for at-risk clients who have routinely relied upon Thrive emergency assistance or who have faced eviction and required a combination of Thrive funding sources. The goal of the program will be to identity challenges and barriers for this at-risk population to eventually help lead to policy changes. EXPECTED OUTCOMES: 50 clients provided additional intensive case management support.
- **HOMES for Underserved Residents:** $25,000 CDBG to AHC, Inc. to provide group classes and one-on-one counseling services to keep families at risk of eviction in their homes and on the path to a more stable financial future. EXPECTED OUTCOME: Eviction prevention services will be provided to 100 families at risk of eviction, and 50 families will receive one-on-one financial coaching.
- **Supportive Housing Project**: $30,000 AHIF Housing Services (first year of a two year grant) funds to Arlington Street People's Assistance Network (ASPAN) to expand the provision of housing and onsite supports at APAH's Westover property for chronically homeless individuals and veterans who have the most significant barriers for housing placement and retention. EXPECTED OUTCOME: 16 chronically homeless persons will be placed in permanent supportive housing with supports.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

Total: $5,000 *(all CDBG)*

- **Neighborhood Small Grants Program:** $5,000 CDBG for a set-aside fund to respond to neighborhood needs. EXPECTED OUTCOME: five to seven small grants for projects or activities located in Arlington's low-income neighborhoods.

FY 2021 COMMUNITY DEVELOPMENT FUND PROGRAM

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED	FY 2021 PROPOSED	FY 2021 CDBG	FY 2021 CSBG & TANF*	FY 2021 AHIF**	FY 2021 HOME	FY 2021 General Fund**
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING								
Achieve Your Dream - LEDC	35,000	35,000	35,000	35,000	-	-	-	-
Arlington Energy Masters - EcoAction	20,000	20,000	20,000	20,000	-	-	-	-
Volunteer Home Repair - Rebuilding Together	70,000	70,000	70,000	70,000	-	-	-	-
TOTAL, GOAL 1	**$125,000**	**$125,000**	**$125,000**	**$125,000**	**-**	**-**	**-**	**-**
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES								
Aspiring. Skills. Determined. – Service Source, Inc.	20,000	25,000	25,000	25,000	-	-	-	-
Bridge to Work - Bridges to Independence	20,000	25,000	-	-	-	-	-	-
Bringing Technology Prosperity to Residents - APAH	-	-	20,000	-	-	20,000	-	-
Buckingham Youth Brigade - BU-GATA	20,000	25,000	25,000	25,000	-	-	-	-
Career Readiness and Job Placement - La Cocina VA	20,000	25,000	25,000	-	25,000	-	-	-
Caregiver Education - Arl Retirement Housing Corp.	-	-	30,000	-	-	30,000	-	-
Client Services Specialist – BAJCDC	27,000	27,000	20,000	-	20,000	-	-	-
Columbia Hills Resident Services - APAH	20,000	20,000	-	-	-	-	-	-
Emerging Leaders - Edu-Futuro	20,000	25,000	25,000	25,000	-	-	-	-
Employment & Training Programs - AEC/DHS	96,561	133,951	108,750	30,000	78,750	-	-	-
Empowering Immigrant Youth - Liberty's Promise	20,000	25,000	25,000	25,000	-	-	-	-
Escala - NVFS	-	-	30,000	30,000	-	-	-	-
Fathers in Touch - CYEP	-	-	20,000	-	20,000	-	-	-
Financial Aid Program - Arl Neighborhood Village	11,000	11,000	-	-	-	-	-	-
Gilliam Place & Fisher House Resident Services - APAH	-	50,000	50,000	-	-	50,000	-	-
Immigrant Advocacy Center - Legal Aid Justice Center	20,000	25,000	25,000	-	25,000	-	-	-
Immigration Legal Services - Ayuda	-	20,000	20,000	-	20,000	-	-	-
Immigration Legal Services – Just Neighbors	20,000	25,000	25,000	-	25,000	-	-	-
Innovations in Healthy Aging - Arl Retirement Housing Corp.	-	50,000	50,000	-	-	50,000	-	-
Job Placement and Support - OAR	30,000	35,000	35,000	-	35,000	-	-	-
Learning Rocks - Aspire!	20,000	-	30,000	-	30,000	-	-	-
Micro-Enterprise/Rental Asst. Loan Program - EDG	45,000	45,000	45,000	45,000	-	-	-	-
Mental Health Transitions - CRI	20,000	-	-	-	-	-	-	-
Money Smarts Program - VCE	20,000	25,000	25,000	25,000	-	-	-	-
Northern Virginia Dental Clinic - NVDC	20,000	22,000	22,000	-	22,000	-	-	-
Project Discovery - AHC	25,000	30,000	30,000	-	30,000	-	-	-

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED	FY 2021 PROPOSED	FY 2021 CDBG	FY 2021 CSBG & TANF*	FY 2021 AHIF**	FY 2021 HOME	FY 2021 General Fund**
Promising Futures/Housing Stability - WHDC	20,000	25,000	25,000	25,000	-	-	-	-
Promotora Program (Tenenat Outreach Program) – BU-GATA	-	50,000	50,000	-	-	-		50,000
Providing Internet to Arlington Mill Residents - APAH	10,000	10,000	-	-	-	-	-	-
Shirlington Employment & Education Center (SEEC)	222,550	222,550	-	-	-	-	-	-
Small Business Development & Microlending - LEDC	40,000	40,000	40,000	40,000	-	-	-	-
Technology for Independence - CRI	20,000	-	-	-	-	-	-	-
Technology Literacy - APAH	15,000	-	-	-	-	-	-	-
Training Futures - NVFS	-	20,000	20,000	20,000	-	-	-	-
Volunteer Management - Arl Retirement Housing Corp.	32,000	32,000	-	-	-	-	-	-
TOTAL, GOAL 2	**$854,111**	**$1,068,501**	**$845,750**	**$315,000**	**$330,750**	**$150,000**	**-**	**$50,000**
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Case Management Pilot – Arlington Thrive	-	-	20,000	-	-	20,000	-	-
Daily Fund Program- Arlington Thrive	20,000	-	-	-	-	-	-	-
HOMES for Underserved Residents - AHC	20,000	25,000	25,000	25,000	-	-	-	-
Supportive Housing Project – A-SPAN	45,000	25,000	30,000	-	-	30,000	-	-
Targeted Prevention Program – VoAC	20,000	-	-	-	-	-	-	-
TOTAL, GOAL 3	**$105,000**	**$50,000**	**$75,000**	**$25,000**	**-**	**$50,000**	**-**	**-**
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	5,000	5,000	5,000	5,000	-	-	-	-
TOTAL, GOAL 4	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**-**	**-**	**-**	**-**
TOTAL CDF GRANTS	**$1,089,111**	**$1,248,501**	**$1,050,750**	**$470,000**	**$330,750**	**$200,000**	**-**	**$50,000**

** FY 2021 CSBG & TANF funds include $74,354 in FY 2020 carryover funds; $60,000 of this carryover funding is recommended for FY 2020 CDF grants.*
*** AHIF and General Fund dollars noted in this summary are captured in the County's General Fund budgets. They are included in this table as they help support the Community Development Fund Grant Program which is further described in this narrative.*

Other FY 2021 Housing and Community Development Programs Supported with Federal Funds

As shown below, the County uses Fund 206 to support other housing and community development programs that address Consolidated Plan goals. Note that in addition to the programs shown below, the County intends to support its Moderate Income Purchase Assistance Program (MIPAP), which provides downpayment and closing cost assistance to qualified low-income first-time homebuyers, using prior-year funds.

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

Multifamily Revolving Loan Fund: $893,518 CDBG, $970,916 HOME allocated to the Arlington County Multifamily Revolving Loan Fund for the purposes of acquiring, rehabilitating and/or building new multifamily affordable housing. EXPECTED OUTCOME: To be determined housing development project using available CDBG and HOME funds.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

Housing Outreach Program: $62,000 in CDBG public services funds (as well as approximately $75,000 in federal CDBG administrative funds) are recommended for allocation to County staff to provide housing counseling, education, clean-up events, and technical assistance to residents of HUD-designated areas, to improve their homes and neighborhood conditions. This includes $5,500 for two neighborhood cleanups. EXPECTED OUTCOME: 26 tenant workshops held on property maintenance, tenant rights and responsibilities, and fair housing; two neighborhood cleanup events held in the Nauck and Arlington Mill neighborhoods; two Countywide events such as the Home Show and Expo for homeowners and the Health and Housing Fair for tenants.

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED	FY 2021 TOTAL	FY 2021 CDBG	FY 2021 HOME
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING					
*Multifamily Loan Fund	3,770,548	1,882,068	1,864,434	893,518	970,916
TOTAL, GOAL 1	**$3,770,548**	**$1,882,068**	**$1,864,434**	**$893,518**	**$970,916**
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS					
**Housing Outreach Program - CPHD-HD (public service funds only)	117,478	62,000	62,000	62,000	-
TOTAL, GOAL 4	**$117,478**	**$62,000**	**$62,000**	**$62,000**	**-**
TOTAL, OTHER PROGRAMS	**$3,888,026**	**$1,944,068**	**$1,926,434**	**$955,518**	**$970,916**

** In addition to the values above, the County Board allocated $1.37M to the County's Moderate Income Purchasing Assistance Program (MIPAP) in January 2017. Staff anticipates using approximately $400,000 of this allocation (prior-year funds) for the MIPAP program in FY 2021.*

***For FY 2021, in addition to the public services funds shown, approximately $75,000 in Administration and Planning funds also will be used to support the Housing Outreach program.*

Administration and Planning of Federal Programs

In addition to funding affordable housing and community development programs, a portion of federal funds are available to support County planning and administration of these programs. These include both entitlement (grant) funds and program income. For FY 2021, $362,715 in CDBG funds, $17,216 in CSBG funds, and $111,227 in HOME funds are recommended for County Housing Division staff to provide the following planning and administration functions:

a) administer the Community Participation Plan for the CDBG/CSBG Program, including staffing the Community Development Citizens Advisory Committee (CDCAC);

b) conduct outreach to low and moderate income multicultural communities;

c) manage the CDBG, CSBG, and HOME programs in accordance with the Federal requirements and County priorities detailed in the Consolidated Plan, including administration and oversight of the City of Falls Church Cooperation Agreement;

d) implement program planning and development;

e) provide financial management and oversight for federal programs; and

f) monitor program performance and assess program effectiveness in producing desired outcomes.

The expected outcome of using funds for this purpose is that these programs will be administered effectively and efficiently, within Federal and local regulations.

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED	FY 2021 TOTAL	FY 2021 CDBG	FY 2021 CSBG	FY 2021 HOME
FEDERAL PROGRAM ADMINISTRATION/PLANNING						
Federal Administration and Planning – EN & PI	386,019	490,743	484,822	356,379	17,216	111,227
County Administration of Falls Church Program	6,421	6,336	6,336	6,336	-	-
TOTAL ADMINISTRATION/PLANNING	**$392,440**	**$497,079**	**$491,158**	**$362,715**	**$17,216**	**$111,227**

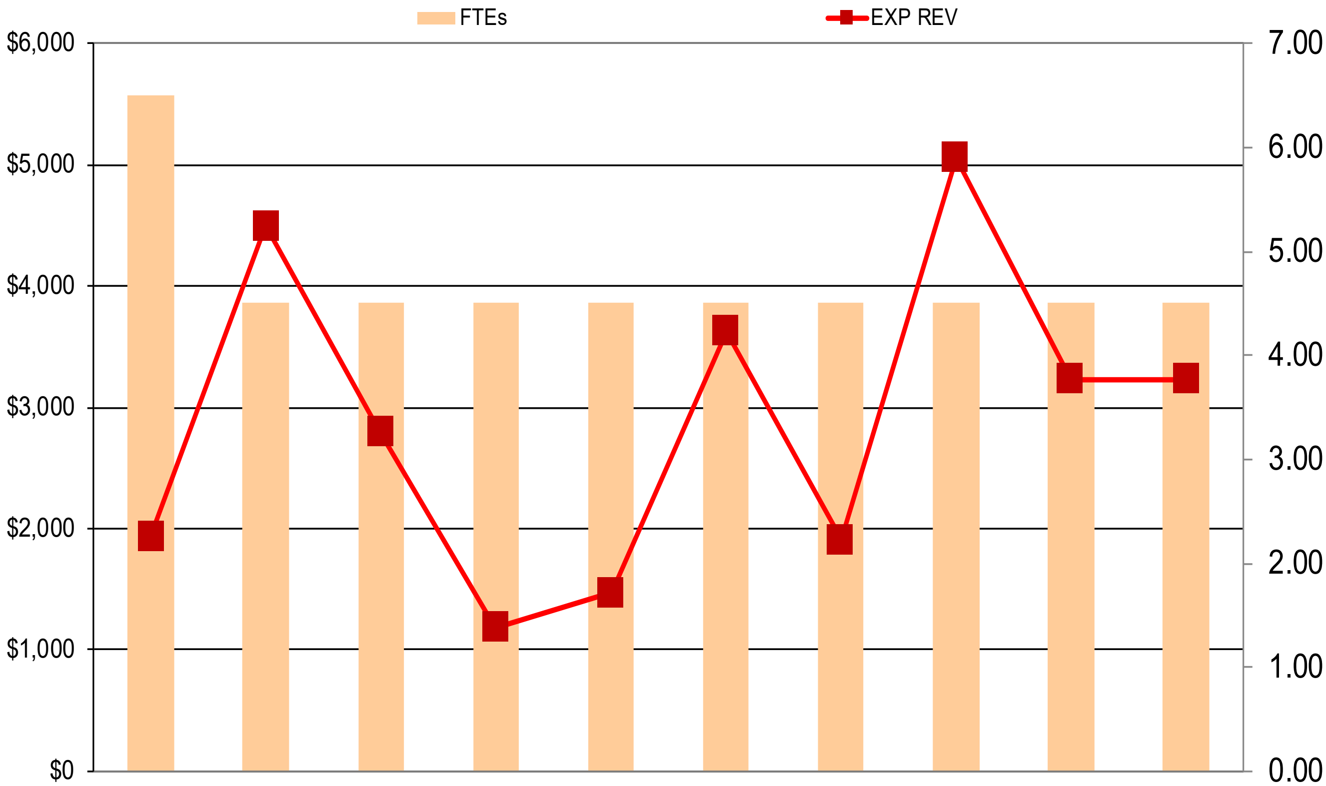
City of Falls Church CDBG and HOME Program Budgets

Through a cooperation agreement, the City of Falls Church receives a portion of the County's CDBG and HOME funds, estimated in FY 2021 to be $57,025 in FY 2021 CDBG funds and $30,129 in HOME funds, to conduct the following activities:

- **CDBG Program Administration**: $6,336 in CDBG funds to the City of Falls Church Housing and Human Services Division for program administration, including program management, monitoring and assessment, environmental review, and technical assistance to sub-recipients.
- **Emergency Assistance:** $4,384 in CDBG funds to the Community Services Council to provide emergency financial rental and utility assistance to low-income residents.
- **Falls Church Housing Corp.:** $35,484 in CDBG funds to the Falls Church Housing Corporation for a deck replacement project at Winter Hill Apartments, a senior apartment community for low-income residents.
- **Mt. Daniels Family Literacy Program:** $4,484 in CDBG funds to Falls Church Public Schools so that adults may enroll in the literacy program and homework tutoring is available for eligible youth.
- **Transitional Housing Homeless Rental Program:** $30,129 in HOME funds for Homestretch to provide rental assistance to transitional low-income families.
- **Other Falls Church Programs**: $6,337 in CDBG funds to be allocated to other Falls Church programs.

PROGRAMS	FY 2019 TOTAL	FY 2020 TOTAL REVISED	FY 2021 TOTAL	FY 2021 CDBG	FY 2021 HOME
FALLS CHURCH					
CDBG Administration – City of Falls Church	6,421	6,336	6,336	6,336	-
ECDC Enterprise Development Group	8,730	-	-	-	-
Emergency Assistance- Community Services Council	3,994	4,000	4,384	4,384	-
Falls Church Housing Corp.	33,008	63,028	35,484	35,484	-
Mt. Daniels Even Start Family Literacy Program	5,638	4,100	4,484	4,484	-
Transitional Hsg. Homeless Rental Prog. – Homestretch	33,242	23,000	30,129	-	30,129
Other Falls Church Programs	-	14,618	6,337	6,337	-
TOTAL, FALLS CHURCH	**$90,033**	**$115,082**	**$87,154**	**$57,025**	**$30,129**

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actuals	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2021 Proposed Budget
EXP	$1,937	$4,492	$2,794	$1,186	$1,468	$3,622	$1,911	$5,056	$3,231	$3,231
REV	$1,937	$4,492	$2,794	$1,186	$1,468	$3,622	$1,911	$5,056	$3,231	$3,231
FTEs	6.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50

Note: Actual amounts reflect new federal grant amounts, unspent federal grant amounts from previous years, and program income. As a result, actual amounts may fluctuate widely from year to year, largely based on the cycle of multifamily development projects.

Fiscal Year	Description	FTEs
FY 2012	▪ Federal HOME grant increased by $2,347.	
FY 2013	▪ Transfer of a Home Ownership Coordinator to the General Fund with one-time funding ($112,577, 1.0 FTE).	(1.0)
	▪ Transfer of one Planner to the General Fund ($104,633, 1.0 FTE).	(1.0)
	▪ Revenues decreased due to reduced federal funds for the CDBG ($692,730) and HOME administration grant ($3,098).	
FY 2014	▪ Revenues increased due to return of multi-family revolving loan fund income to the County from AHC and these funds being used toward the acquisition of the Shell site. Federal CDBG grant decreased by $71,014. Federal HOME grant increased by $12,999.	
FY 2015	▪ The federal CDBG grant decreased by $64,036.	
	▪ The federal HOME grant increased by $2,620.	
	▪ Increased AHIF Housing Services allocation from $100,000 to $200,000 based on the Housing Commission recommendation.	
FY 2016	▪ The federal CDBG grant increased by $9,024.	
FY 2017	▪ The Federal CDBG grant increased by $33,147.	
	▪ The Federal HOME grant increased by $4,236.	
FY 2018	▪ The Federal HOME grant increased by $1,166.	
	▪ *The County Board took action after the FY 2018 Budget was adopted to move the non-departmental portion of HOME Investment Partnerships Program (HOME) funds and Community Services Block Grant (CSBG) funds to the HCD fund as part of a consolidation of special fund revenue that may only be spent on activities eligible under federal programs.*	
FY 2019	▪ For the FY 2019 Adopted Budget, grant funding remained at FY 2018 levels and non-personnel increased to reflect inclusion of non-administrative federal HOME ($503,756) and CSBG budgets ($235,577) as a result of moving these funds to the HCD Fund.	
	▪ Revenue includes $70,948 in CSBG carryover funds.	
	▪ *The County Board took action after the FY 2019 Budget was adopted to adjust the HCD budget to reflect the final FY 2019 Community Development Action Plan that includes the following funding sources and amounts:* o *CDBG grant of $1,363,320 (a $164,574 increase from FY 2019 Adopted);* o *HOME grant of $762,215 (a $204,270 increase from FY 2019 Adopted);*	

Fiscal Year	Description	FTEs
	o *CSBG grant of $268,777 (a $33,200 increase from FY 2019 Adopted); and* o *The Action Plan includes $2,645,000 in Program Income/Revolving Loan funds which were not included in the FY 2019 Adopted Budget. These funding sources will be included in the budget going forward.*	
FY 2020	▪ Grant and CDBG program income revenue remained at FY 2019 levels for FY 2020 Adopted. ▪ HOME Program income decreased from the FY 2019 Revised Budget due to inclusion of a $1.9M HOME loan payoff in FY 2019. ▪ *The County Board took action after the FY 2020 Budget was adopted to adjust the HCD budget to reflect the final FY 2020 Community Development Action Plan that includes the following funding sources and amounts:* o *CDBG grant of $1,873,186 (a $131,938 increase from FY 2019 Adopted);* o *HOME grant of $1,112,272 (a $10,057 increase from FY 2019 Adopted); and* o *CSBG grant of $169,862 (a $2,535 increase from FY 2019 Adopted).*	

Our Mission: To assist low and moderate income families with affordable housing opportunities as they strive to achieve stability and improve their quality of life.

Housing Choice Vouchers (HCV)

- Provide housing to low and moderate-income renters through a housing voucher that can be used by the tenant anywhere in the County or nationwide.
- Entirely federally-funded through the United States Department of Housing and Urban Development (HUD).

Project-Based Assistance Housing Choice Vouchers

- Provide housing and supportive services to low and moderate-income renters through a payment contract for designated existing housing units in the County.

Housing Opportunities for Persons with AIDS (HOPWA)

- Provide housing assistance, through a monthly rental subsidy, to families where the head of household or a family member has been diagnosed with HIV/AIDS.

Family Unification Program

- Promote family unification by providing rental assistance to families where the lack of affordable housing is a primary factor in the separation of children from their families.

Mainstream Vouchers

- Provide housing assistance to non-elderly and disabled households transitioning out of institutional or other segregated settings at risk of institutionalization, homeless, or at risk of becoming homeless.

Veterans Affairs Supportive Housing (VASH) Vouchers

- Provide rental subsidies to homeless and disabled veterans in partnership with the Department of Veterans Affairs.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to increases in housing assistance payments based on the projected 93 percent voucher lease-up rate of 1,643 vouchers ($452,066), software licenses ($41,700), memberships ($3,000), Sequoia Plaza rent ($3,303), consultants ($1,000), print shop charges ($1,000), and office supplies ($2,000). The increases were partially offset by a decrease in the annual expense for maintenance and replacement of County vehicles ($198) and departmental subscriptions/books ($6,000).
- ↑ Revenue increases due to the projected 93 percent voucher lease-up rate of 1,643 vouchers ($452,066), administrative fees ($22,770), investment earnings ($1,500), and tenant repayment ($15,000) partially offset by a decrease in treasury collections ($10,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Beginning Fund Balance	$672,653	$1,297,387	$1,575,030	21%
Personnel	1,036,296	1,114,166	1,160,384	4%
Non-Personnel	17,348,680	17,815,265	18,313,136	3%
Total Expenditures	18,384,976	18,929,431	19,473,520	3%
Total Revenues	19,009,710	19,207,074	19,688,410	3%
Change in Fund Balance	$624,734	$277,643	$214,890	-23%
Permanent FTEs	11.60	11.60	11.60	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.60	11.60	11.60	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Families	$1,762/ $824	$1,540/ $635	$1,610/ $703	$1,689/ $783	$1,670/ $760	$1,650/ $749
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Persons with Disabilities	$1,153/ $180	$915/ ($46)	$1,005/ $4	$1,050/ $52	$1,103/ $4	$1,030/ $28
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Participants Age 62+	$1,283/ $408	$958/ $63	$982/ $65	$1,002/ $59	$1,011/ $67	$978/ $48
Inspection deficiencies corrected: Percent of units initially failing inspection and subsequently meeting Housing Quality Standards	34%/ 100%	46%/ 100%	25%/ 100%	38%/ 100%	35%/ 100%	35%/ 100%
Number of families receiving a Housing Choice Voucher	1,396	1,516	1,504	1,488	1,488	1,523
Overall lease up rate	88%	95%	94%	91%	91%	93%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number and percent of initial applications processed accurately	392/98%	154/100%	49/100%	59/100%	59/100%	75/100%
Number and percent of annual reviews processed accurately	174/99%	238/99%	301/98%	205/95%	235/98%	300/98%
Processing times for eligibility determination: Number and percent of initial applications processed within 60 days	402/100%	154/100%	49/100%	59/100%	59/100%	75/100%
Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)	175/100%	1,396/99%	1,476/99%	1,488/100%	1,488/98%	1,488/98%

- The increase reflects families that have ported out to other jurisdictions being absorbed by the respective housing agency creating availability for new applicants and subsequently additional quality assurance testing for staff.
- The amount of money available for non-rental expenses with a Housing Choice Voucher is calculated by subtracting average tenant payment from average tenant income. The amount of money available for non-rental expenses without a Housing Choice Voucher is calculated by subtracting the average contract rent from the average tenant income.
- Housing Quality Standards are the tool used by the Housing Choice Voucher Program to inspect all units prior to initial move-in, prior to transfer from one unit to another, and annually. If an apartment fails inspection, the landlord/tenant typically has 30 days to fix the violations. Failure to correct deficiencies could result in an abatement of payment to the landlord and/or termination from the program.
- The FY 2020 and FY 2021 estimates for "Number of families receiving a Housing Choice Voucher" are based upon 91 percent and 93 percent lease-up respectively of 1,643 vouchers for all voucher programs.
- Due to the impending HCV waitlist re-opening in late FY 2020, outreach and preparation activities will impede the rate of lease-ups, coupled with year-over-year rates of attrition.
- In FY 2017, the "Overall lease up rate" was increased to generate additional administrative revenue.
- In FY 2018, the number of initial applications processed accurately" decreased due to a high lease up rate and very low turnover rate.
- In FY 2017, the methodology for "Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)" changed from using the supervisors' sample reviews, to including all reviews based on information entered into federal data systems.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2019 plan here:

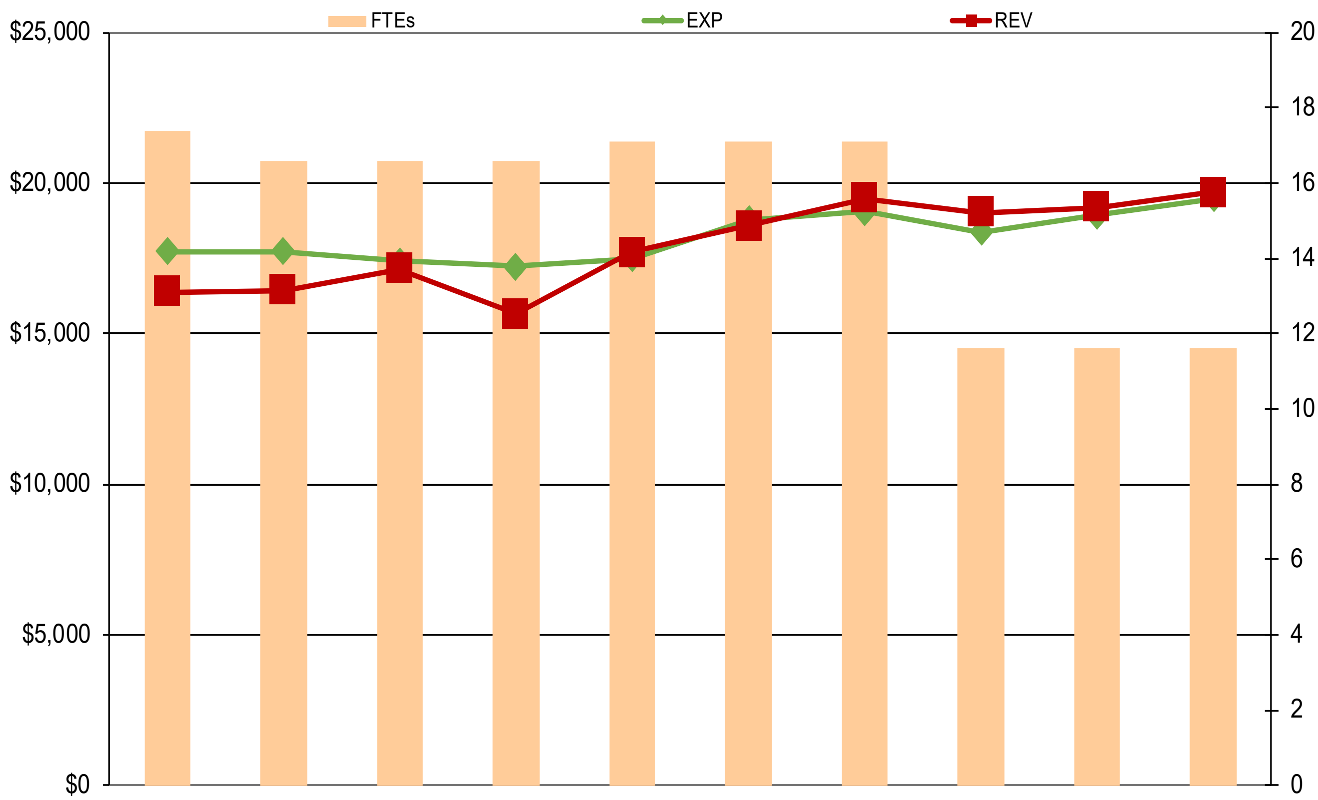
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

HOUSING CHOICE VOUCHER PROGRAM
FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
Beginning Fund Balance July 1	$672,653	$895,509	$1,297,388	$1,575,031
REVENUE				
Housing Assistance	16,882,870	17,510,765	17,510,765	17,585,359
Mainstream Housing Assistance	-	-	-	377,472
Housing Assistance Pymt Admin Fees	1,207,443	1,575,996	1,575,996	1,563,806
Mainstream Administrative Fees	-	-	-	34,960
Housing Assistance Payment Interest	5,056	5,000	5,000	5,500
Mainstream Interest	-	-	-	1,000
Miscellaneous Revenue (Collections)	16,359	20,000	20,000	25,000
HOPWA	94,848	95,313	95,313	95,313
Fund Balance Used	178,400	-	-	-
Fund Balance Change	624,735	-	-	-
TOTAL REVENUE	19,009,710	19,207,074	19,207,074	19,688,410
TOTAL BALANCE & REVENUE	19,682,363	20,102,583	20,504,462	21,263,441
EXPENDITURES				
Rental Assistance Payments	17,069,446	17,510,765	17,510,765	17,585,359
Mainstream Assistance Payments	-	-	-	377,472
HOPWA	94,848	95,313	95,313	95,313
Administration & Operations	1,220,682	1,323,353	1,323,353	1,415,376
TOTAL EXPENDITURES	18,384,976	18,929,431	18,929,431	19,473,520
Ending Fund Balance June 30	$1,297,388	$1,173,152	$1,575,031	$1,789,921

Note: $1,297,388 in revenue was deferred from FY 2019 to FY 2020. Therefore, the FY 2019 CAFR reflects a fund balance of zero.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
EXP	$17,738	$17,734	$17,413	$17,219	$17,491	$18,791	$19,032	$18,385	$18,929	$19,474
REV	$16,366	$16,448	$17,139	$15,644	$17,710	$18,569	$19,494	$19,010	$19,207	$19,688
FTEs	17.40	16.60	16.60	16.60	17.10	17.10	17.10	11.60	11.60	11.60
Change in Fund Balance	($1,372)	($1,286)	($274)	($1,575)	$219	($222)	$462	$625	$278	$215

Fiscal Year	Description	FTEs
FY 2012	▪ 50 vouchers awarded for participants in the Family Unification Program, which promotes family unification by providing rental assistance to families where the lack of affordable housing is a primary factor in the separation of children from their families.	
	▪ Transferred of 0.8 FTE to the Management and Administration section of the Economic Independence Division.	(0.80)
FY 2013	▪ Housing assistance payments increased by $925,356 due to a 100 percent voucher lease-up rate, and also because of the allocations for the Family Unification Program (50 vouchers) and the Moderate Rehabilitation 2 Program (35 vouchers).	
	▪ Revenue decreased due to the Department of Housing and Urban Development instructions to significantly spend down the FY 2012 Fund Balance.	
FY 2014	▪ Housing Assistance Payments increased by $385,192 due to a 100 percent voucher lease-up rate ($362,988), and also because of the increased allocation for Shelter Plus Care (Milestones Program) ($22,204).	
	▪ Revenue increased by $949,671 due to a 100 percent voucher lease-up rate ($908,771) and additional Treasury collections ($40,900).	
FY 2015	▪ Reduced the annual expense for maintenance and replacement of County vehicles ($5,767); increased Sequoia plaza rent ($2,240).	
	▪ Housing Assistance Payments decreased due to a 95 percent voucher lease-up rate of 1,469 vouchers ($1,264,026).	
	▪ Revenue decreased to include administrative revenue ($87,651) and Housing Assistance Payments ($1,264,026). These decreases were based on a 95 percent voucher lease-up rate, due to Department of Housing and Urban Development sequestration reductions, as well as the Department of Housing and Urban Development's directive to spend down the Fund Balance.	
FY 2016	▪ *Added a Housing Specialist ($44,628) based on additional funding for the Shelter Plus Care (Milestones Program).*	*0.50*
	▪ Removed the Family Unification Program administrative budget ($60,354); increased Sequoia Plaza rent ($2,241).	
	▪ Housing Assistance Payments increased based upon a 95 percent voucher lease-up rate of 1,469 vouchers ($969,110), as well as a Shelter Plus Care (Milestone Program) increase ($50,680).	
	▪ Decreased HOPWA expenses based on the FY 2015 grant award ($24,935).	
	▪ Revenue increased to include Housing Assistance Payments based on a 95 percent voucher lease-up rate of 1,469 ($969,110) and the Shelter Plus Care (Milestones Program) ($95,308). Decreased in revenue for HOPWA based on the FY 2015 grant award ($424,935) and administrative revenue ($354,622) based on the 95 percent voucher lease-up rate.	

Fiscal Year	Description	FTEs
FY 2017	▪ Increased Sequoia plaza rent ($1,453) and the annual expense for maintenance and replacement of County vehicles ($237). ▪ Housing assistance payments decreased based on a projected 92 percent voucher lease-up rate of 1,588 vouchers ($124,756), a Shelter Plus Care (Milestones Program) decrease ($27,344), and HOPWA decrease ($15,042) based on the FY 2016 grant award. ▪ Revenue decreased to include Housing Assistance Payment based on a projected 92 percent voucher lease-up rate of 1,588 vouchers ($124,756), reductions in Shelter Plus Care (Milestones Programs) ($5,778) and HOPWA ($12,465) based upon FY 2016 grant awards. Revenue increased due to increased administrative revenue ($29,093) based on the 92 percent voucher lease-up rate.	
FY 2018	▪ Increased Sequoia plaza rent ($2,401), offset by a decrease in the annual expense for maintenance and replacement of County vehicles ($458). ▪ Housing assistance payments increases based on the projected 94 percent voucher lease-up rate of 1,588 vouchers ($1,005,860), and increases to the HOPWA ($14,338) and the Shelter Plus Care (Milestones) Programs ($16,732). ▪ Revenue increased due to the projected 94 percent voucher lease-up rate of 1,588 vouchers ($1,005,860), administrative revenue ($148,733), and HOPWA ($11,761). These increases were partially offset by a decrease in the Shelter Plus Care (Milestones) Program ($9,916).	
FY 2019	▪ Several reductions were made as a result of administrative funding reductions implemented to produce administrative efficiencies and ensure financial sustainability. These include the elimination of a Housing Choice Supervisor ($121,654, 1.0 FTE), a Housing Inspector ($66,807, 1.0 FTE), two Housing Assistance Program Specialists ($180,618, 2.0 FTEs), the transfer out of an Administrative Technician I ($80,199, 1.0 FTE) to the Economic Independence Division in the Department of Human Services General Fund, partially offset by a transfer of an Administrative Assistant from Employment Services in the Economic Independence Division ($23,521, 0.25 FTE). ▪ Non-personnel decreased due to adjustments made as a result of administrative funding reductions ($89,031). ▪ Housing assistance payments increased based on the projected 96 percent voucher lease-up rate of 1,588 vouchers ($458,623) and an increase to the HOPWA Program ($37,347), partially offset by the elimination of the Shelter Plus Care (Milestones) Program ($290,272). ▪ Revenue increased due to the projected 96 percent voucher lease-up rate of 1,588 vouchers ($458,623) and HOPWA Program ($37,347), partially offset by the elimination of the Shelter Plus Care (Milestones) Program ($329,818), decrease in administrative revenue ($116,998), and elimination of the budget for Fund Balance used due to a change in the reporting process ($119,906).	(4.75)

Fiscal Year	Description	FTEs
FY 2020	▪ Transferred a Management Specialist ($66,150) to the Housing Assistance Bureau in the Economic Independence Division. ▪ Decreased Sequoia plaza rent ($33,873), contracted services ($4,000), telephone and communication ($1,200), memberships ($6,000), consultants ($18,000), office supplies ($4,000), operating equipment ($1,000), and the HOPWA Program ($6,395). ▪ Increased departmental subscriptions ($6,000), an increase in the annual expense for maintenance and replacement of County vehicles ($2,918), port-out admin fee payments ($100,000), and housing assistance payments based on the projected 93 percent voucher lease-up rate of 1,643 vouchers ($186,574). ▪ Revenue increased due to the projected 93 percent voucher lease-up rate of 1,643 vouchers ($186,574), administrative fees ($148,854), and investment earnings ($5,000). These increases are offset by a decrease in the HOPWA Program ($6,395) and Treasury collections ($20,900).	(0.75)

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

STORMWATER MANAGEMENT PROGRAM OBJECTIVES

- Integrate traditional stormwater infrastructure capacity needs with watershed management, environmental protection objectives, and regulatory compliance requirements, including those of the County's Municipal Separate Storm Sewer System (MS4) permit, issued in June 2013. The permit has been administratively continued by the Virginia Department of Environmental Quality (DEQ) beyond its 2018 expiration date (due to DEQ workload) and is anticipated to be reissued in CY 2020.
- Implement critical infrastructure, stream restoration and repair, and water quality mitigation projects consistent with the goals and strategies in the Stormwater Master Plan that was adopted as an element of the County's Comprehensive Plan in September 2014.
- Provide routine preventative maintenance of the County's stormwater infrastructure assets as well as emergency repair or replacement actions when needed.
- Ensure the County's floodplains are managed in accordance with local, State, and Federal laws and regulations.

OVERALL PROGRAM SCOPE

Since the adoption of a dedicated funding source for stormwater management in April 2008, the Department has established a comprehensive Stormwater Management Program that:

- Conducts rigorous floodplain management activities to ensure compliance with state and federal floodplain regulations, accuracy of mapped floodplains, and favorable flood insurance rates for residents;
- Develops long-term infrastructure planning for capacity, sufficiency, and risk management for future demand and conditions;
- Implements an infrastructure capital program to ensure needed capacity enhancements are made and the system is maintained in a state of good repair (SGR);
- Administers capital maintenance, emergency response, and complaint operations;
- Ensures regulatory compliance for both County and private sector operations and activities;
- Installs green infrastructure and stream, pond, and wetland restoration projects to support local environmental recovery and restoration, protect public safety and infrastructure, and meet the aggressive requirements for the cleanup of the Chesapeake Bay;
- Maintains both the traditional and green infrastructure assets of the Program;
- Conducts education and training activities for employees, businesses, developers, and residents;
- Monitors streams; and,
- Conducts tracking, monitoring, and reporting for local, regional, and state/national bodies and agencies.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Stormwater Management Fund is $12,026,019, a seven percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases due to the addition of two Stormwater Inspectors to meet the County's mandated MS4 permit obligations and workload ($248,514, 2.0 FTEs), a Senior Program Manager to manage and oversee the maintenance capital and storm drainage improvements ($203,285, 1.0 FTE), employee salary increases, adjustments to salaries resulting from job studies for trades positions, and retirement contributions based on current actuarial projections, partially offset by adjustments in the County's cost for employee health insurance.
- ↑ Non-personnel increases in operations are primarily due to contractual increases related to operating maintenance costs for DES and DPR stormwater facilities ($329,752), one-time funding for the utility feasibility study ($250,000), inter-departmental charges for overhead ($231,383), County facility parking lot sweeping ($70,000), tree planting ($4,809), and adjustments to the annual expense for maintenance and replacement of existing County vehicles ($12,887) as well as the addition of vehicles for the two new Stormwater Inspectors ($44,000 one-time; $15,310 on-going), and operating expenses for the new Senior Program Manager ($2,652 one-time; $2,860 on-going).
- ↓ Capital program funding decreases due to increases in the operating budget for personnel and non-personnel expenses ($803,636).
- ↑ Revenue increases due to the increase in the CY 2020 real estate assessment tax base ($481,654), a planned increase in Sediment and Erosion Control plan revenue to offset the addition of the two Stormwater Inspectors ($328,020) and Chesapeake Bay Preservation fee revenue ($5,250) due to increasing fees.
- ▪ Due to increased system capacity and infrastructure maintenance needs, continued regulatory and environmental drivers (MS4 permit and Chesapeake Bay Total Maximum Daily Load (TMDL)), the transfer of stormwater related operating expenses from the General Fund to the Stormwater Management Fund (tree planting, street sweeping, maintenance of stormwater facilities in parks and at County buildings), and the need to increase resilience in response to intense rain events and flooding, a review of funding options and approaches is underway and a potential stormwater rate increase may be required in the next several years.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$4,798,036	$5,126,484	$5,831,391	14%
Non-Personnel	2,885,375	3,334,866	4,248,519	27%
Capital Projects	3,967,366	2,749,745	1,946,109	-29%
Total Expenditures	11,650,777	11,211,095	12,026,019	7%
Total Revenues	$10,759,822	$11,211,095	$12,026,019	7%
Change in Fund Balance	($890,955)	-	-	-
Permanent FTEs	44.00	44.00	47.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	44.00	44.00	47.00	

CAPITAL PROGRAM SUMMARY

The current Sanitary District Tax of $0.013 per $100 of assessed real property value is not proposed to increase. For CY 2020, it is estimated to generate a total of $10,575,249 in revenue, of which $1,946,109 will go towards executing the capital program. Recognizing the significance of the stormwater investment that is needed, the County Manager will be proposing a November 2020 bond referendum for stormwater and watershed infrastructure. This would be a substantial, long-term investment in the County's stormwater management system, with multiple generations of taxpayers benefitting.

The capital is invested in the following: 'Storm Drainage Improvements', 'Maintenance Capital', and 'Streams and Water Quality,' capital programs. The adopted FY 2019 – FY 2028 Capital Improvement Plan (CIP) provides project level detail and 10-year projections for each program.

Storm Drainage Improvements

The Storm Drainage Improvements program addresses infrastructure improvements to the stormwater sewer system. Improvements are designed and executed on watershed, localized, and parcel-based scales to: 1) mitigate flood risks; 2) maintain system infrastructure in a state of good repair; 3) install tertiary system elements; 4) construct drainage projects where under capacity; 5) develop overland relief; 6) advance resiliency goals; and 7) otherwise implement the adopted Stormwater Master Plan and underlying studies.[1]

FY 2020 Program highlights:

- Extreme Event Response (July 8, 2019 Storm):
  - Nearly 1,000 calls for flooding assistance were logged and 250 drainage complaints were investigated related to unusually intense rainfall and the flood. These investigations resulted in a renewed focus on capacity infrastructure investment.
  - More than 90 individualized flood proofing and technical site visits were performed for residents who experienced flooding of more than three feet of water in their homes. Only those residents who specifically requested the visits participated.
  - Two (2) Flood Resiliency Workshops were held in October 2019, featuring engineering and industry experts in flood-resistant design (dry- and wet-flood-proofing), flood risk mitigation, and flood insurance options and limitations. More than 200 people attended both workshops.
  - Expansion of DES-Stormwater Communications Platforms, including:
    - New webpage section on flood-proofing, flood resilience, and risk mitigation (https://www.arlingtonva.us/flooding/).
    - Design and launch of an Arlington County Stormwater Story Map (active November 2019).
- Development and launch of the Risk Assessment and Management Project (RAMP), which will:
  - Inform Flood Resilient Arlington. Arlington is working toward flooding resilience through defining balance between private and public responsibility; scaling levels of flood protection and mitigation; and needs based investment.
  - Create mid and long-term climate mitigation and adaptation plans and actions.
  - Inform current and future CIP planning.
  - Provide certain project cost-benefit analyses.

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[1] Arlington County's stormwater sewer system is increasingly vulnerable due to under-capacity, age, and condition of certain pipe sections and/or network elements. More than half of the network is at least 60-80 years old, and includes assets constructed from corrugated metal and terracotta. In addition, the system lacks sufficient tertiary infrastructure. Also, the community continues to experience robust redevelopment and recently (2018 and 2019) experienced intense storm events that caused significant flooding and damage of both public infrastructure and private property.

  - Perform pre-disaster mitigation planning (with the Department of Public Safety Communications and Emergency Management).
  - Explore potential grant and alternative funding efforts.
  - Use data to support relevant future code and ordinance updates.
- Spout Run Watershed Infrastructure Project design phase began in FY 2019 and is expected to continue into FY 2021. This project has been identified as one of several critical priority areas that experience flooding as a result of system under-capacity, insufficiency, or age-related conditions on a watershed scale (other similar critical priority sites across local or sub-regionalized scales have also been identified). The current design phase funding, includes surveys, engineering design, design phase outreach, and analytics.
- After the July 8, 2019 flood, watershed scale projects for four additional watersheds were accelerated and design phases were initiated, including: Torreyson Run, Lubber Run, Crossman Run and Westover. Multiple other large-scale projects were also accelerated. These were targeted in the watersheds with the most severe flooding. These watersheds include but are not limited to: Spout Run (exclusive of Waverly Hills), Donaldson Run, and Four Mile Run.
- Four Mile Run Flood Control Project – Letter of Intent executed with the US Army Corps of Engineers (USACE), in coordination with the City of Alexandria, for the development of dredging and maintenance plans to remediate USACE identified deficiencies in Four Mile Run-Arlington East and Arlington West Levees.
- Engineering design for the replacement of the Dumbarton Street culverts began in FY 2020.
- Woodmont Swale repair and stabilization, between the 2400 block of North Kenmore Street and the 2900 block of 24th Road North: construction was initiated in FY 2018 and substantially completed in early FY 2019. Project was closed out in FY 2020.
- Phase I of the Donaldson Run outfall and channel repair and stabilization at 24th Road North: construction was initiated and completed in early FY 2019. After acquisition of a large easement a second phase was constructed in mid-FY 2020. Additional phases will proceed in FY 2021 and beyond.
- Windy Run outfall repair, at North Nelson Street: construction was initiated in late FY 2018 and completed in early FY 2019.
- Installed 700 linear feet of small diameter storm sewers, which repaired existing storm sewers or addressed local drainage.

Maintenance Capital

Much of Arlington County's stormwater infrastructure was built during the 1940's and 1950's. It is approaching the end of its useful life and a regular repair and replacement program is necessary to ensure the continued functioning of the storm drainage network during storm events in order to prevent flooding and property damage.

This program provides for the regular replacement of storm sewer mains, catch basins, and endwalls (with their associated outfalls). Particular attention will be paid to the approximate 11 miles of corrugated metal pipes and plate arch culverts that have deteriorated more quickly than other materials. Associated master plans include the Watershed Management Plan and the Stormwater Master Plan.

Streams and Water Quality

This program addresses regulatory requirements and adopted policy objectives to reduce stormwater pollution, rehabilitate and restore natural infrastructure, protect public safety, and promote environmental recovery and restoration in the County's stream valleys which have been impacted by stormwater runoff from the County's increases in impervious surfaces.

Arlington County exceeded the five (5) percent Bay cleanup pollution reduction requirement for the permit cycle that ended in June 2018. The next permit cycle (ending in 2025) will require a cumulative 40 percent pollution reduction, with the subsequent permit requiring the full 100 percent reduction by 2030. Progress to date has been made through public investments in green infrastructure and stream restoration as well as water quality credit from redevelopment activity regulated under the Stormwater Management Ordinance.

Increased program drivers to repair eroded streams and failed stormwater outfalls emerged from the July 8, 2019, extreme flooding event. Also, continued increases in impervious surfaces from land development activity (both regulated and unregulated) add to the mitigation pressures on the program.

Program highlights:

- Forty-two (42) watershed retrofit projects have been constructed, most recently green infrastructure projects at North Kirkwood Road at 13th Street North and two projects along Williamsburg Boulevard.
- Four Mile Run emergency streambank repair along the W&OD Trail completed Winter 2019 (withstood July 2019 extreme flooding event).
- Windy Run stream restoration project completed Fall 2018.
- Four Mile Run tidal restoration project completed Fall 2017 (received multiple awards: The Virginia Governor's Environmental Excellence Award; 2018 Dave Pearson Watershed Excellence Award from the Virginia Lakes and Watershed Association; and the Virginia Park and Recreation Society – Best New Environmental Sustainability Award, November 2018).
- Donaldson Run Tributary B stream restoration project and Ballston Pond watershed retrofit project are expected to start construction in CY 2020.
- Planning, design, and community engagement for the Gulf Branch stream restoration project and Sparrow Pond retrofit project are underway.

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cumulative number of acres treated by public retrofit projects	13.1	16.1	22.6	26.3	30.4	501.0
Linear feet of large diameter storm sewers constructed	0	2,026	2,014	0	0	1,330
Major storm sewer network capital repair projects	1	1	5	5	5	5
Linear feet of small storm sewer installed to address local drainage issues	1,276	2,072	700	180	700	700
Linear feet of corrugated metal pipe replaced with reinforced concrete pipe	0	0	200	413	300	200
Number of illicit discharge investigations completed	115	95	102	123	100	100
Number of new water quality facilities constructed to meet stormwater ordinance requirements	607	588	593	498	500	500
Number of private water quality facilities inspected	1,077	1,405	1,886	2,280	2,780	3,280
Number of public outreach events/ estimated number of participants	46/ 4,693	34/ 3,784	25/ 3,561	38/ 4,608	42/ 4250	40/ 4,000

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Cumulative number of StormwaterWise retrofit projects on private property	83	114	192	243	300	340
Lane miles swept/tons collected	11,404/ 1,891	9,992/ 1,350	10,082/ 1,433	11,584/ 1,539	7,200/ 1,250	7,200/ 1,250

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Catch basins cleaned	1,200	4,183	4,876	7,708	1,660	1,660
Linear feet of storm sewers inspected	57,057	213,864	137,804	158,002	83,000	83,000
Local drainage complaints investigated	NA	NA	138	229	250	200
Number of stormwater training events/employees participating	18/ 1,273	17/ 1,163	22/ 713	18/ 729	20/ 800	20/ 800
Number of significant right of way (ROW) acquisitions	NA	NA	NA	NA	NA	10

- The increase in number of acres treated by public retrofit projects increases substantially in FY 2021 due to the projected completion of the Ballston Pond watershed retrofit project.
- The increase in linear feet of large diameter storm sewers constructed in FY 2017 is due to the storm sewer upgrades at 9th Street North between North Livingston and Liberty Street, West Little Pimmit Run, and North Rockingham Street. The absence of linear feet of large diameter storm sewers construction in FY 2019 and anticipated for FY 2020 is due to shifting CIP resources and priority to capital maintenance of outfalls and smaller diameter storm sewer. Construction is planned to resume FY 2021, based on projects currently in design and planned funding.
- Linear feet of small storm sewer installed to address local drainage issues are expected to level off at 700 based upon priority within the CIP and anticipated funding to address those issues
- Linear feet of corrugated metal pipe that is replaced with reinforced concrete pipe is dependent upon boundaries of specific projects undertaken and completed in any given year.
- Illicit discharge investigation numbers vary from year-to-year because the workload is driven by external factors – spills, illegal dumping, complaints, monitoring data, etc.
- The number of private water quality facilities inspected is directly attributable to the annual growth in the number of facilities.
- Public outreach events in FY 2020 included two additional public workshops subsequent to the July 8, 2019, flooding event.
- The StormwaterWise program, which through a lottery system provides funding for residential and commercial projects that will reduce stormwater runoff. The StormwaterWise program year runs from January 1 to June 30 of the following year. Starting with the FY 2020 budget narrative, the performance metric reporting changed from an annual metric to a cumulative metric to better represent the benefits to the community and broader stormwater goals and objectives that are derived from the cumulative level of implementation, rather than the annual effort.
- The number of lane miles swept and tons collected decreased in FY 2020 based on a reduction in funding. Beginning in FY 2020, there are 26 commercial passes per year (no change), three

residential passes (decreased from seven annually), and five protected bike lane passes (decreased from eight annually). Reducing the residential sweeping program, because of its already limited frequency, the lower pollutant loads from lower traffic residential streets, and the number of parked cars that limit curb access, will not have an appreciable effect on water quality and does not count towards MS4 permit compliance.

- Fluctuations in the number of catch basins cleaned and the linear feet of storm sewers inspected is due to the impact of weather events on the Water, Sewer and Streets crews, as well as the number of capital projects funded in a given year. These figures also reflect the relative priority of inspection versus cleaning activities, as this impacts the workload and availability of the crews. For FY 2020, funding for these activities were reduced. FY 2021 includes the same level of funding as FY 2020.
- The increase in drainage complaints for FY 2019 and FY 2020 is due to greater than average rainfall and increasing proliferation of sump pumps and other private drainage systems that require outfall locations.
- Number of right of way (ROW) acquisitions is a new measure for FY 2021. There are a number of significant ROW acquisitions planned for the expansion of the storm drain system for projects in support of the Capital Improvement Plan (CIP).

STORMWATER MANAGEMENT FUND
FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1	$15,162,201	$14,438,224	$14,271,926	$11,279,058
REVENUE				
Sanitary District Tax ($0.013 real estate tax)	9,747,498	10,093,595	10,194,119	10,575,249
Fines & Fees	1,013,004	1,117,500	1,117,500	1,450,770
TOTAL REVENUE	10,760,502	11,211,095	11,311,619	12,026,019
TOTAL REVENUE & BALANCE	25,922,703	25,649,319	25,583,545	23,305,077
EXPENSES				
Operating and Maintenance	7,683,411	8,461,350	8,107,742	10,079,910
Capital Projects - Current Year	1,990,900	2,749,745	2,749,745	1,946,109
Capital Projects - Carry-Over	1,976,466	4,500,000	3,447,000	8,759,080
TOTAL EXPENSES	11,650,777	15,711,095	14,304,487	20,785,099
BALANCE, JUNE 30	14,271,926	9,938,224	11,279,058	2,519,978
Operating Reserve	1,920,853	2,115,338	2,026,935	2,519,978
Capital Fund Balance	12,351,073	7,822,886	9,252,124	-
TOTAL BALANCE	$14,271,926	$9,938,224	$11,279,058	$2,519,978

Notes:

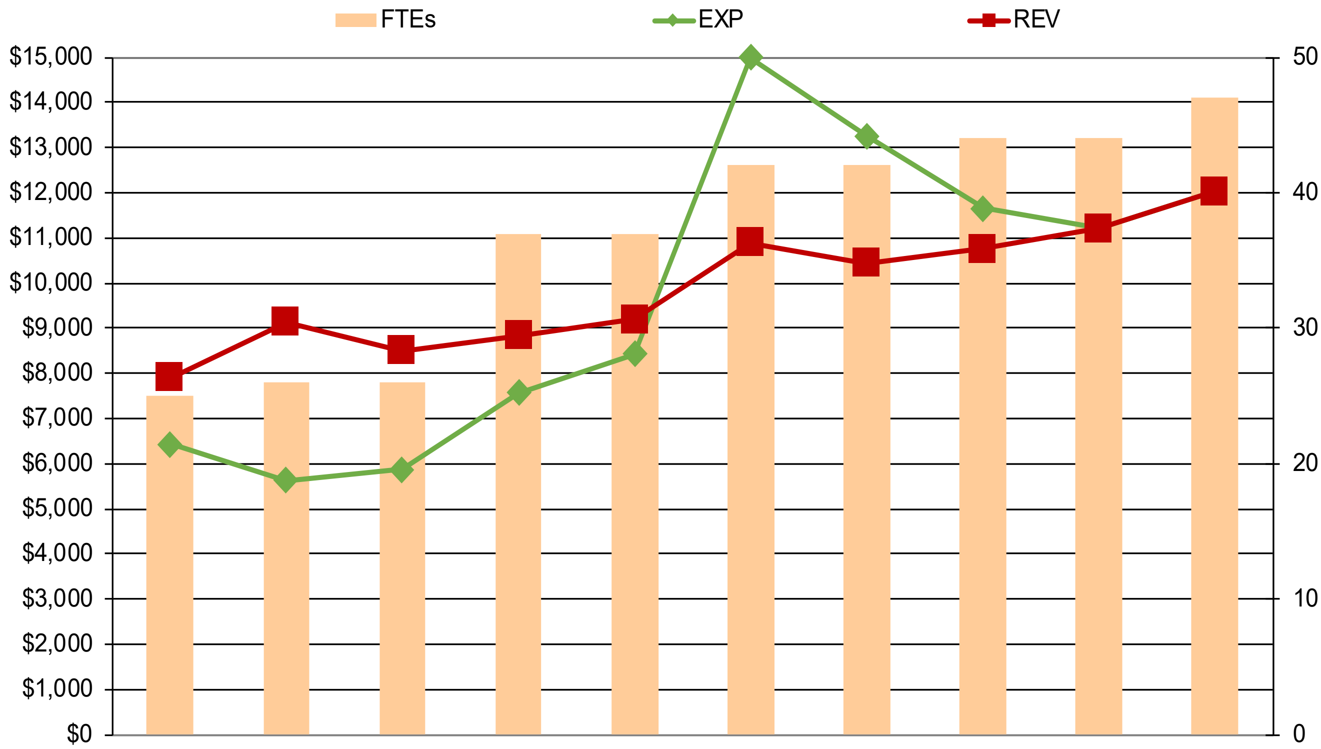
(1) The FY 2020 re-estimate is the current projection of expenses and revenues.

(2) Most capital projects span multiple years, from design to construction completion. The FY 2019 Actual and FY 2020 Re-Estimate columns reflect that funding for capital projects are carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds. The FY 2021 Proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staff's best estimates based on preliminary plans and design and construction schedules.

(3) As of January 31, 2020, there are $4.1 million in encumbrances for multi-year capital construction projects

(4) Based on County financial policies, the operating reserve is a 90-day reserve based on the Operating and Maintenance budget.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$6,427	$5,627	$5,868	$7,557	$8,430	$14,999	$13,259	$11,651	$11,211	$12,026
REV	$7,896	$9,136	$8,492	$8,833	$9,185	$10,878	$10,438	$10,760	$11,211	$12,026
FTEs	25.00	26.00	26.00	37.00	37.00	42.00	42.00	44.00	44.00	47.00

- The Stormwater Management Fund was established by the County Board in CY 2008 by adopting a Sanitary District Tax of $0.01 per $100 of assessed real property value. In CY 2010, the Sanitary District tax rate was increased to $0.013 per $100 of assessed real property value.

Fiscal Year	Description	FTEs
FY 2012	▪ Non-personnel expenses increased to cover maintenance of stormwater quality retrofits ($203,886). ▪ Funding for capital projects increased ($335,837) in FY 2012 as a result of a projected increase in revenue due to higher real estate assessments. ▪ Revenue increased due to higher real estate assessments ($541,764).	
FY 2013	▪ Added an Environmental Planner to address the increased stormwater site plan reviews and workload related to the County's MS4 stormwater permit (1.0 FTE; $107,537). ▪ Non-personnel expenses increased to cover maintenance for stream restoration projects ($20,000), creation of a stream and storm sewer monitoring network ($100,000), and an increase in the operating contingent ($107,615). ▪ Funding for capital projects increased ($45,556) as a result of a projected increase in revenue due to higher real estate assessments. ▪ Revenue increased due to higher real estate assessments ($456,488).	1.0
FY 2014	▪ Non-personnel expenses increased based on higher contract costs anticipated with the new MS4 permit ($89,726), an adjustment to the annual expense for the maintenance and replacement of County vehicles ($6,019), funding the County's share of the Northern Virginia Regional Commission's work on Four Mile Run ($60,156) which was previously funded by the General Fund, higher administrative overhead contributions to the General Fund based on prior years' actual ($100,000), and other changes itemized below. This is partially offset by a reduction in operating contingency ($130,824). ▪ Funding for capital projects decreased ($461,035) in FY 2014 as a result of higher operating expenses and transfer of projects previously supported in the General Fund. ▪ Revenues increased ($2,000) due to a slight increase in the projected real estate assessments. ▪ Increased Inter-Department Charges for the reimbursement to the General Fund for a portion of the street sweeping program costs ($240,000). ▪ Transferred the contribution for Arlingtonians for a Clean Environment (ACE) from the General Fund ($69,705).	
FY 2015	▪ Added personnel for stormwater management regulations. The 11 positions are a critical foundational step for stormwater program delivery and compliance.	11.0

Fiscal Year	Description	FTEs
	▪ Non-personnel increased primarily due to an increase in inter-departmental charges for overhead ($60,364), operating expenses related to the new FTEs ($67,643), and reimbursement of a portion of the street sweeping program costs ($50,896), which was partially offset by an adjustment to the annual expense for maintenance and replacement of County vehicles ($64,059).	
	▪ Funding for capital projects decreased ($1,022,970) in FY 2015 as a result of adding 11.0 FTEs and other personnel expense increases.	
	▪ Revenues increased due to a projected increase in real estate assessment values ($569,200).	
FY 2016	▪ Non-personnel increased primarily due to an increase in inter-departmental charges for overhead ($20,714) and an adjustment to the annual expense for maintenance and replacement of County vehicles ($89,070).	
	▪ Revenues increased due to a projected increase in real estate assessment values ($450,750) and fees from site plan review ($250,000).	
FY 2017	▪ Added personnel for stormwater management regulations. The five positions ($628,983) were a critical foundational step for stormwater program delivery and compliance.	5.0
	▪ Non-personnel increased due to the transfer of the responsibility of new tree planting from DRP to the Stormwater Management Fund ($205,000).	
	▪ Revenues increased due to a projected increase in real estate assessment values ($329,520) and fees from sediment/erosion control plan review ($200,000).	
FY 2018	▪ Elimination of one-time cost for purchase of a new vehicle in FY 2017 ($24,100).	
	▪ Non-personnel increased due to the transfer of the responsibility of operating maintenance costs for DES and DPR stormwater facilities to the Stormwater Management Fund ($265,130), an increase in operating supplies ($60,331), and adjustments to the annual expense for maintenance and replacement of County vehicles ($8,776).	
	▪ Revenues increased due to a projected increase in real estate assessment values ($258,190) and fees from sediment/erosion control plan review ($100,000).	
FY 2019	▪ Added a position that supports critical Stormwater Infrastructure program priorities, including managing the small drainage projects program ($127,354).	1.0
	▪ Transferred an Administrative Assistant position from the General Fund to the Stormwater Management Fund ($62,686).	1.0
	▪ Street sweeping expenses were transferred in from the DES General Fund to the Stormwater Management Fund ($397,290).	

Fiscal Year	Description	FTEs
	▪ Increased contractual expenses ($91,182), partially offset by a reduction in other operating expenses ($44,473). ▪ Capital program funding decreased due to an increase in the operating budget for personnel and non-personnel expenses ($146,381). ▪ Revenue increased due to the increase in the CY 2018 real estate assessment tax base ($78,500), an increase in projected Sediment and Erosion Control plan revenue ($282,500) and Chesapeake Bay Preservation fee revenue ($160,000).	
FY 2020	▪ Non-personnel decreased in operations due to a reduction in residential street sweeping frequency ($135,150), a reduction in inlet cleaning and inspection maintenance ($100,000), and inter-departmental charges for overhead ($70,320); offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($7,972), and a contribution to Northern Virginia Regional Commission ($875). ▪ Capital program funding increased due to the reallocation of reductions in operations taken in for street sweeping and inlet cleaning ($235,150) and increased revenue. ▪ Revenue increased due to the increase in the CY 2019 real estate assessment tax base ($405,435), an increase in Sediment and Erosion Control plan revenue ($75,000), and Chesapeake Bay Preservation fee revenue ($50,000).	

Our Mission: To provide critical transportation infrastructure to enhance the community's long-term economic and environmental sustainability.

Transportation Capital Fund

- Allows the County to make major ongoing investments in multimodal transportation infrastructure that supports the function, competitive position, and ongoing development of Arlington's commercial and mixed-use districts such as the Rosslyn-Ballston Corridor, Crystal City, Pentagon City, Columbia Pike, Lee Highway, and Shirlington. These commercial mixed-use districts make up almost half of the County's tax base, and include most of the County's office, hotel, retail, and multi-family housing stock.
- Provides a stream of capital funding for transportation projects that is over and above what would be available from County general obligation bond and Pay-As-You-Go sources.
- Provides the opportunity to leverage outside sources of funding from federal, state, and regional transportation programs as well as private sector partners.
- The 2013 Virginia General Assembly enacted legislation (House Bill 2313), which raised new transportation revenues for Northern Virginia through a series of state imposed regional taxes and fees[1]. Of these revenues, 70 percent ("Regional Funds") are retained by the Northern Virginia Transportation Authority (NVTA) to fund regional transportation projects. The remaining 30 percent ("Local Share") are returned on a *pro rata* basis to the member localities, based on the amount of revenue generated by the taxes and fees within the locality, to be used for locally selected transportation projects.
- As part of the HB 2313 legislation, localities must enact a Commercial and Industrial Property ("C&I") tax at $0.125 per $100 of real estate value or dedicate an equivalent amount for transportation. Localities that do not fully implement this tax or an equivalent amount will have revenues reduced by a corresponding amount, the proceeds of which would be redistributed regionally. The Arlington County Board adopted the required $0.125 per $100 valuation C&I tax, known as the Transportation Capital Fund (TCF) in 2008, and therefore, meets this requirement.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed budget for the Transportation Capital Fund (TCF) is $35,551,045, based on projected current year revenues. This is a three percent increase from the FY 2020 budget. The complete spend down plan reflects utilization of current year revenues and fund balance as capital projects are rarely completed in a single year and require carryover of funds to be fully executed. The complete FY 2021 implementation plan compared to the revised FY 2020 plan is shown in the fund statement. The FY 2021 budget reflects:

↑ Revenues increased based on commercial real estate assessment projections ($462,984) and Northern Virginia Transportation Authority (NVTA) revenue projections ($729,543).

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[1] The 2018 Virginia General Assembly enacted legislation that redirected a portion of these revenues to WMATA (Senate Bill 856).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Capital Projects	$52,936,447	$34,358,518	$35,551,045	3%
Total Expenditures	52,936,447	34,358,518	35,551,045	3%
Total Revenues	49,782,761	$34,358,518	$35,551,045	3%
Change in Fund Balance	($3,153,686)	-	-	-
Total Authorized FTEs	29.0	29.0	29.0	-

There are a total of 36 FTEs to support the transportation capital program. 29 FTEs are funded by the Transportation Capital Fund and 7 FTEs are funded by the Crystal City Tax Increment Fund (TIF).

- This table reflects the FY 2021 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2021 expenditures. See the Fund Statement for the execution plan.

FY 2021 MAJOR PROJECTS

Complete Streets

- Rosslyn-Ballston Corridor Improvements: multimodal street improvements throughout the corridor that meet the planning goals outlined in the Master Transportation Plan (MTP) and area sector plans. These projects will provide significant street and sidewalk safety and functionality improvements. Projects include:
    - Washington Boulevard Improvements (Wilson to Kirkwood): Improvements to traffic lanes and associated traffic signals and development of an adjacent property into a County DPR-maintained open space. Update sidewalks and other streetscape elements to match improvements being made at Clarendon Circle.
    - Clarendon Circle Improvements (Wilson Boulevard and Washington Boulevard): Construction began in September of FY 2020 and is expected to be completed by the end of FY 2021.
- Crystal City, Pentagon City, Potomac Yard Street Improvements: Multimodal street improvements throughout the area that will improve connectivity, access, and enhance private redevelopment opportunities. The 18th Street South (Fern Street to Eads Street) project will start construction in FY 2021 and will utilize significant TCF funding.
- Boundary Channel Interchange Improvements: The project will upgrade the Boundary Channel Drive/I-395 interchange to improve traffic operations and safety for all users. The existing interchange is inadequate for current demands and for future planned growth in Crystal City. The interchange project also includes a connection to Long Bridge Park Drive and a bicycle connection from the Humpback Bridge (Mount Vernon Trail) to Long Bridge Park. Boundary Channel Drive will be reduced from four lanes to two lanes and all existing ramp terminals along Boundary Channel Drive will be converted to roundabouts. The eastern side of the interchange will be reconfigured to better separate various movements and provide an improved connection between Long Bridge Drive and I-395 northbound. Project elements include new curb and gutter, shared-use paths, bicycle facilities, street trees and street lighting.
- Columbia Pike Multimodal Street Improvements: Multimodal improvements along the entire corridor will increase pedestrian safety and access with consistent and wider sidewalks, provide improved bicycle facilities mostly on adjacent bicycle boulevards, improve traffic flow through the introduction of turn lanes and a consistent cross section, and increase pedestrian safety at

intersections. Engineering drawings have been developed for four segments of Columbia Pike. Construction is underway on the west end segment between Four Mile Run and the County line and is expected to be completed in FY 2021. Design is progressing towards completion on the remaining segments and construction is anticipated to commence in FY 2021, contingent on successful negotiation of right-of-way acquisition and easements.

- Improvements Outside Major Corridors:
    - Lee Highway at Glebe Road Intersection Improvements: Sidewalk improvements, installation of left turn lanes along Glebe Road, upgraded traffic signals, streetlighting, and improved bus stops to follow the utility undergrounding. Construction is expected to start in FY 2020 and be completed by FY 2022.
    - Walter Reed Drive – 5th Street to Columbia Pike and 6th Street to Columbia Pike (2 phases): Pedestrian safety and access improvements that include construction of sidewalks, bike lanes, curb extensions, crosswalks, and bus stop improvements. These improvements will create a safer corridor and have been coordinated with new developments occurring at the schools, apartments, community facilities, commercial properties, and residences located along Walter Reed Drive. Construction is expected to start in FY 2021 and be completed in FY 2021.
    - Pershing Drive – N. Barton Street to N. Piedmont Street: Will improve bus / transit efficiency by consolidating and enhancing bus stops to better support riders and meet ADA requirements. Construction is expected to start in FY 2020 and be completed in FY 2021.

- Transportation Systems and Traffic Signals: This program includes the upgrade and reconstruction of existing outdated traffic signals and also allows for the implementation of transportation operations and management systems components such as backup power and mid-block flashing beacons. Typically, the County rebuilds around 10 signals per year with varying degrees of intersection-related improvements such as accessible curb ramps.
- Intelligent Transportation System (ITS): This program will allow the County to expand ITS system capabilities/upgrades with the help of recently installed fiber in the County. These projects include upgrading the County's traffic signal system to allow for integration of existing components such as video detection, uninterrupted power supply (UPS), and Polara pedestrian push buttons into the central Traffic Management Center (TMC). Additionally, in FY 2021, this program will continue to work towards designing and installing new ITS strategies such as data sharing and collection, and security enhancements.
- Strategic Network Analysis and Planning: This program supports multimodal traffic data collection and analysis services used for traffic engineering and operations projects including:
    - Traffic volume/speed/classification data collection at intersections and along corridors for all modes of transportation (vehicle, heavy truck, pedestrian, bike) to inform various transportation analyses.
    - Crash data organization and record upkeep, which allows for transportation safety analyses throughout the County and subsequent implementation of safety measures on identified problem areas. This supports the Vision Zero safety initiative.
    - Travel demand model data program to collect/purchase data useful in understanding travel patterns and travel behavior. This data will be used in modeling the impacts of potential infrastructure improvement projects or policy changes on the transportation system.

The data programs listed above also support travel demand forecasting model development efforts. The modeling program includes developing and updating an Arlington County travel demand model that can be used for multimodal service analysis and strategic planning for Arlington County as a whole. This program also supports additional customized modeling at a more detailed level for subareas—including Crystal City/Pentagon City, the Rosslyn/Ballston Corridor, and the Columbia Pike Corridor. These models will allow the County to test multimodal impacts on the County's roadways and assist in decision-making by ensuring that investments will yield significant positive impacts on the countywide transportation system.

- Street Safety Improvements (SSI): This is a new program that will support the Vision Zero Resolution the County Board adopted in July 2019. The resolution identified safety as a priority and called for eliminating fatal and severe injury crashes. This program supports projects at intersections and streets where safety improvements are needed for pedestrians, bicyclists, transit riders, or motorists as determined through a comprehensive investigation, including crash analysis. It will focus on safety improvements that can be deployed or implemented in a relatively short amount of time with lower capital cost. For example, tactical treatments such as tightening intersection configuration through marking and vertical delineators to address elevated crash rate at certain intersections; marking stop bars at every stop sign location county wide; installing Pedestrian Flashing Beacons at certain crosswalks; installing Speed Feedback Indicator Signs; etc. The program will also collect before and after data to establish a baseline of effectiveness, and in turn allow the development of an up-to-date Transportation Safety Toolbox. The periodic updates of Vision Zero action plan will be part of the scope as well.

Transit

- ART Operations and Maintenance Facility: Will provide a necessary facility to maintain and store Arlington's growing fleet of ART buses. The County has increased the number of ART routes and hours of service significantly during the past 10 years. The local bus fleet currently totals 78. The plan is for ART to continue expanding over the next 20 years requiring a fleet of over 100 buses. The site in Shirlington will be used to ground the ART fleet, with construction of an operations and administration building, an 8-bay transit bus maintenance facility, parts storage room, maintenance offices, and garage parking area. Design will commence in FY 2020.
- Ballston Multimodal Improvements: Improvements to the bus bays, curb space, bike parking, crosswalks, and plaza area around the entrance of Ballston-MU Metrorail station. The project will reconfigure and increase the number of bus bays, modernize and enlarge bus shelters and seating, improve pedestrian circulation, and establish a kiss-n-ride area to relieve crowded conditions. The project will start construction in FY 2020, with completion in FY 2022.
- Pentagon City Metro Station Second Elevator: The elevator will improve access to the station from the west side of S Hayes Street, as well as creating redundancy if one elevator is out of service. The project is expected to enter construction in FY 2020 and complete construction in FY 2022.
- Transit Intelligent Transportation System: This program will use technology to improve transit operations, including but not limited to reliability of service, rider information, and identify and mitigate security and safety issues. It builds on and expands technologies in place as well as introduces new technologies as recommended in the Transit ITS master plan. It further provides funding for replacement of existing technology as it reaches its useful life.

TRANSPORTATION CAPITAL FUND
FUND STATEMENT

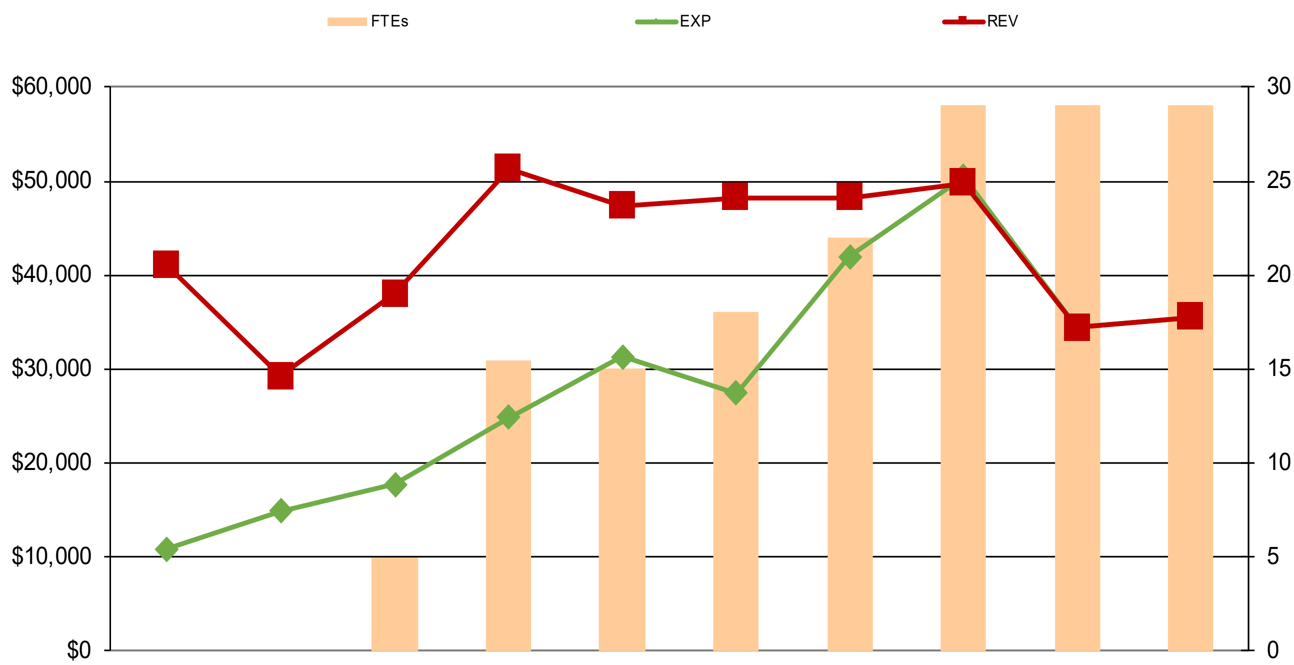
	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$170,883,749	$157,733,721	$168,230,063	$142,601,751
Reserve	3,900,000	3,300,000	3,400,000	3,400,000
TOTAL BALANCE	174,783,749	161,033,721	171,630,063	146,001,751
REVENUES				
Commercial Real Estate Revenues	25,048,572	26,419,757	26,330,158	26,882,741
Developer Contributions	2,336,389	-	-	-
Capital Bikeshare - User Revenue	629,784	-	-	-
Misc. Revenues	-	-	-	-
Grant Revenues	13,057,308	-	-	-
NVTA Revenues - Local	8,710,709	7,938,761	8,157,330	8,668,304
TOTAL REVENUES	49,782,761	34,358,518	34,487,488	35,551,045
TOTAL REVENUE & BALANCE	224,566,510	195,392,239	206,117,551	181,552,796
EXPENSES				
Capital Projects- Current Year	52,936,447	34,358,518	34,358,518	35,551,045
Capital Projects - Carry-Over	-	23,653,158	25,757,282	36,030,555
TOTAL EXPENSES	52,936,447	58,011,676	60,115,800	71,581,600
BALANCE, JUNE 30				
Construction Reserve	168,230,063	133,980,563	142,601,751	106,371,196
Reserve[1]	3,400,000	3,400,000	3,400,000	3,600,000
TOTAL BALANCE	$171,630,063	$137,380,563	$146,001,751	$109,971,196

- Most capital projects span multiple years, from design to construction completion.
- The FY 2019 Actual and FY 2020 Re-Estimate columns reflect that funding for capital projects is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds.
- The FY 2021 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year.
- These are estimates based on preliminary plans and design and construction schedules.

Note:

1. Balances equivalent to a minimum of ten percent of annual budgeted TCF revenues are held in a reserve in accordance with the County Board's financial and debt policies.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$10,818	$14,883	$17,742	$24,894	$31,329	$27,419	$41,991	$50,506	$34,359	$35,551
REV	$41,007	$29,278	$38,012	$51,360	$47,353	$48,269	$48,209	$49,783	$34,359	$35,551

The FY 2021 Proposed Budget includes a total of 36 FTEs to support major street and transit program elements. 29.0 FTEs are funded by Transportation Capital Fund and 7.0 FTEs are funded by the Crystal City Tax Increment Fund.

Fiscal Year	Description	FTEs
FY 2012	▪ The adopted FY 2012 revenues and expenditures increased by 14.6 percent from the FY 2011 adopted budget and 6.8 percent from the FY 2011 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $21,082,282 in FY 2012.	
FY 2013	▪ The adopted FY 2013 revenues and expenditures increased by 13.8 percent from the FY 2012 adopted budget and 4.4 percent from the FY 2012 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $24,000,000 in FY 2013.	
FY 2014	▪ The adopted FY 2014 revenues and expenditures increased by 0.5 percent from the FY 2013 adopted budget and FY 2013 re-estimate, based on projections for the commercial real estate tax. The adopted commercial real estate tax rate is $0.125 per $100 of assessed value, which is expected to generate $23,862,600 in FY 2014.	
	▪ There are a total of 8.0 authorized FTEs in FY 2014, of which 5.0 FTEs are funded by Transportation Capital Fund (TCF) and 3.0 FTEs are funded by Crystal City Tax Increment Fund (TIF).	5.0
	▪ *As part of the FY 2013 closeout appropriation, 10.0 new FTEs were authorized from Transportation Capital Fund to support major street and transit program elements.*	*10.0*
FY 2015	▪ Revenues and expenditures increased based on commercial real estate projections ($1,399,057) and the addition on local Northern Virginia Transportation Authority (NVTA) revenue approved by the General Assembly in 2013 ($11,400,000).	
FY 2016	▪ Revenues and expenditures decrease based on commercial real estate projections ($558,195), and Northern Virginia Transportation Authority (NVTA) revenue projections ($57,218).	
	▪ The authorized FTEs were decreased 0.5 to properly reflect the grant compliance position reporting to the Human Rights Office. The salary for this position remains fully charged to the Transportation Capital Fund.	(0.5)
	▪ As part of budget adoption, $412,000 of funding for bike-pedestrian projects were shifted from decal fees (PAYG) to HB2313 local.	
	▪ ART Service Enhancements ($155,638) and Supplemental ART service ($425,000) are funded by HB 2313 local funds.	
FY 2017	▪ Revenues and expenditures increase based on commercial real estate projections ($79,849), and Northern Virginia Transportation Authority (NVTA) revenue projections ($471,659). The revenue will be used to support major approved capital projects.	

Fiscal Year	Description	FTEs
	▪ Personnel and non-personnel increases due to the addition of two Design Engineer Team Supervisors in the Engineering Bureau and one Principal Planner for the Neighborhood Complete Streets Program. Other personnel changes are a reallocation of a previously approved 1.0 position in County Attorney's Office to a 1.0 Capital Programs Management Coordinator and reallocation of a previously approved 1.0 position in DES Real Estate to a 1.0 Engineering Design Section Manager.	3.0
FY 2018	▪ Revenues increase based on commercial real estate projections ($1,640,387), and Northern Virginia Transportation Authority (NVTA) revenue projections ($85,559).	
	▪ Increase of 4.0 FTEs including a Neighborhood Complete Streets Traffic Engineer position ($133,000) in the Traffic Engineering & Operations Bureau, a Design Engineer position ($133,000) in the Engineering Bureau to support the Neighborhood Complete Streets program, a Management & Budget Specialist position ($113,050) to support the overall transportation capital program, and the transfer of an existing position in the Real Estate Bureau from the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area (TIF) fund.	4.0
FY 2019	▪ Revenues decrease based on a reduction in commercial real estate assessments ($1,246,745), and a reduction in Northern Virginia Transportation Authority (NVTA) revenues due to the 2018 General Assembly action to provide dedicated funding to Metro ($4,307,391).	
	▪ Increase of two Engineering positions ($276,000) in the Traffic Engineering & Operations Bureau; The first FTE will support the Transportation Systems & Traffic Signals and Intelligent Transportation Systems CIP programs. The second FTE will support delivery of the Complete Streets CIP program.	2.0
	▪ A Community Relations Specialist position ($133,000) to support the overall transportation capital program.	1.0
	▪ Three positions transferred from the DES General Fund. The positions include two Budget Analysts and a Transportation Capital Program Manager ($427,000). A portion of the time for these positions had already been charged to capital projects and the Transportation Capital Fund (net impact $257,000).	3.0
	▪ A Grants Compliance Specialist position currently charged to the Transportation Capital Fund but previously authorized in the County Manager's Office (1.0 FTE).	1.0
	▪ *As part of the FY 2018 closeout appropriation, revenue and expenses were reduced based on Virginia General Assembly action to dedicate funds to WMATA ($4,455,768).*	
FY 2020	▪ Revenues increased based on commercial real estate assessment projections ($1,242,804) and Northern Virginia Transportation Authority	

Fiscal Year	Description	FTEs
	(NVTA) revenue projections ($346,152).	

Our Mission: To provide a supplemental financial mechanism for the revitalization of Crystal City, Potomac Yard, and Pentagon City streets, transit, and public open spaces

Crystal City, Potomac Yard, and Pentagon City serves as one of Arlington's largest commercial office, retail, and hotel districts and includes over 14,500 housing units. The commercial building stock in this area is aging, with some buildings dating back to the 1960s, and experiencing higher vacancy rates than historical averages. These trends have been recently reversed as this area is experiencing a rapid transition with intensive commercial and residential development. With Amazon's selection of Arlington's Pentagon City and Crystal City neighborhoods for its second headquarters in November 2018, the pace of commercial redevelopment has accelerated. The company has leased almost 600,000 square feet of office space in Crystal City which is currently being occupied or renovated, and additional supporting retail development is also under construction along three blocks of Crystal Drive. In December 2019, Arlington approved the first new construction for the Company's Headquarters, 2.15 million square feet of commercial development in Pentagon City. Over 435 new multifamily residential units were added to the Pentagon City neighborhood in 2019 and there are over 250 additional housing units in the development pipeline. To learn more about the Amazon agreement, visit the website at https://www.arlingtonva.us/amazon/.

The Crystal City Sector Plan (The Plan) established a vision for supporting the revitalization of this important district. The Plan envisioned significant public infrastructure improvements in streets, transit, and public open spaces to support construction and reconstruction of office, retail, and residential spaces in Crystal City. The near-term infrastructure improvements include realignment of streets and intersections, as well as investments in existing parks. Longer term improvements include a second entrance to the Crystal City Metrorail station, enhanced surface transit, and open spaces, including parks and plazas. The essential infrastructure needs in the adjacent areas of Potomac Yard and Pentagon City are captured in the Phased Development Site Plans (PDSPs) for these areas. As Crystal City, Potomac Yard and Pentagon undergo large-scale redevelopment, timely investments in public infrastructure are important.

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

The County Board policy that established the TIF requires the County Manager to revisit the percentage of incremental revenues going to the TIF each budget cycle and at other key milestones during the infrastructure planning process. The current TIF increment is 25 percent, which was last adjusted during the FY 2020 budget process. This increment provides the funding stream necessary to deliver the CIP commitments in the TIF area using a combination of TIF and other local and outside funding sources.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area is $6,202,220, based on current year revenues. This is a four percent increase from the FY 2020 Adopted Budget. The complete spend down plan reflects utilization of current year revenues and fund balance as capital projects are rarely completed in a single year and require carryover of funds to be fully executed. The complete FY 2021 execution plan compared to the revised FY 2020 plan is shown in the fund statement. The FY 2021 budget reflects:

- ↑ Revenues increase based on real estate assessments ($237,490) in CY 2020 compared to CY 2019.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Capital Projects	$4,478,775	$5,964,730	$6,202,220	4%
Total Expenditures	4,478,775	5,964,730	6,202,220	4%
Total Revenues	6,369,654	$5,964,730	$6,202,220	4%
Utilization of Fund Balance	$1,890,879	-	-	-
Permanent FTEs	6.50	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs*	6.50	7.00	7.00	

**There is a total of 36 FTEs to support the transportation capital program of which 29 FTEs are funded by Transportation Capital Fund and 7 FTEs are funded by Crystal City Tax Increment Fund (TIF).*

- The baseline CY 2011 real estate assessment tax base for the TIF is $9.8 billion.
- Revenue will be used to supplement other funding sources, examples of which include grant funds, commercial real estate revenue, and bonds. The majority of capital transportation projects are funded from multiple sources.
- This table reflects the FY 2021 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2021 expenditures. See the Fund Statement for the execution plan.

FY 2021 MAJOR PROJECTS

A significant portion of the TIF funds will be used for the Crystal City, Pentagon City, Potomac Yard Streets program, which is focused on the implementation of the board-adopted Crystal City Sector Plan.

The goals of the Streets program are to re-connect the Crystal City street grid, allow for increased accessibility and mobility by all forms of travel, and create opportunities for new development. This work program also includes a significant amount of utility relocation and utility upgrades in support of plan implementation. Specific projects are as follows:

- Boundary Channel Drive Interchange Improvements:

  The project will upgrade the Boundary Channel Drive/I-395 interchange to improve traffic operations and safety for all users. The existing interchange is inadequate for current demands and for future planned growth in Crystal City. The interchange project also includes a connection to Long Bridge Park Drive and a bicycle connection from the Humpback Bridge (Mount Vernon Trail) to Long Bridge Park. Boundary Channel Drive will be reduced from four lanes to two lanes and all existing ramp terminals along Boundary Channel Drive will be converted to roundabouts.

The eastern side of the interchange will be reconfigured to better separate various movements and provide an improved connection between Long Bridge Drive and I-395 northbound. Project elements include new curb and gutter, shared-use paths, bicycle facilities, street trees and street lighting.

- Army Navy Drive Complete Street Improvements:

  The project will re-build Army Navy Drive within the existing right-of-way as a multimodal complete street featuring enhanced bicycle, transit, environmental and pedestrian facilities. The goal of the project is to improve the local connections between the Pentagon and the commercial, residential and retail services of Pentagon City and Crystal City. The reconstruction will provide a physically separated two-way protected bicycle lane facility along the south side of Army Navy Drive, in addition to shorter and safer pedestrian crossings, and will accommodate future high-capacity transit. Motor vehicle travel lanes will be reduced in number where appropriate and will be narrowed to dimensions appropriate for a slower urban context. The existing raised medians will be removed and re-built as a planted median. The traffic signal equipment at the five-project corridor signalized intersections will be replaced with all new equipment. The new street design will incorporate best practices of environmental sustainability, including green landscaping treatments to reduce stormwater runoff and recharge groundwater.

- Crystal City, Pentagon City Potomac Yard Streets:
  - Eads Street Bicycle and Pedestrian Improvements: The South Eads Street Complete Street project implemented new bicycle facilities along the entire corridor (Army Navy Drive to Four Mile Run). This project includes small-scale projects along the corridor to improve on the existing bicycle and pedestrian facilities. It could include installing permanent physical barriers, bus stop islands, sidewalk and crosswalk improvements, trail connections, and other revisions and adjustments to the existing facilities.
  - South 12th Street – Eads to Clark Bell: This project will create the cross-section on 12th Street South called for in the Crystal City Sector Plan. In addition to the standard Sector Plan streetscape, including landscaping, sidewalks, pedestrian ramps, and street lighting, the project will implement the eastbound and westbound lanes of the Crystal City-Potomac Yard Transitway.
  - South Clark Street realignment and 15th Street: This project will connect South Clark Street to South Bell Street at 15th Street South to form a standard 4-way intersection and complete the street grid in the northern area of Crystal City. The project will also create space for the 15th Street South Garden Park, to be located between South Clark Street and Crystal Drive in the median of 15th Street South. Finally, this project will implement the southbound Crystal City-Potomac Yard Transitway segment on South Clark Street between 12th Street South and 15th Street South. The project is funded with grant funding in FY 2021, fronted by TIF, and will rely on TIF in FY 2023.
  - 18th Street South – Fern to Eads: This project will rebuild 18th Street between South Fern Street and South Eads Street to continue the existing South Hayes Street Protected Bike Lane. Additionally, the project will rebuild the intersection of 18th Street South and South Fern Street to decrease crossing distances and decrease the existing impervious area.
  - 23rd Street @ Route 1: This project will shift the northern (westbound) lanes of 23rd Street South to the south to create more developable space in keeping with the Crystal City Sector Plan. Additionally, the project will realign and rebuild the intersections along 23rd Street South with South Eads Street, Route 1, and South Clark Street to simplify and improve the existing traffic operations. New streetscape and lighting will be provided throughout the project's limits. The project will also make safety and pedestrian improvements on 23rd Street South between

South Eads Street and Route 1. The existing pedestrian tunnel has been closed and filled and all above ground structures removed. The project is funded with grant funding in FY 2021, fronted by TIF, and will rely on TIF in FY 2023.

- Crystal City Safety and Accessibility Improvements: This project funds minor improvements to the street, bicycle, and pedestrian network in the Crystal City/Potomac Yards areas, such as crosswalk and ramp improvements, landscape upgrades, bike facility upgrades, signage and striping modifications, and streetlighting.

CRYSTAL CITY, POTOMAC YARD, AND PENTAGON CITY TAX INCREMENT FINANCING AREA FUND STATEMENT [1]

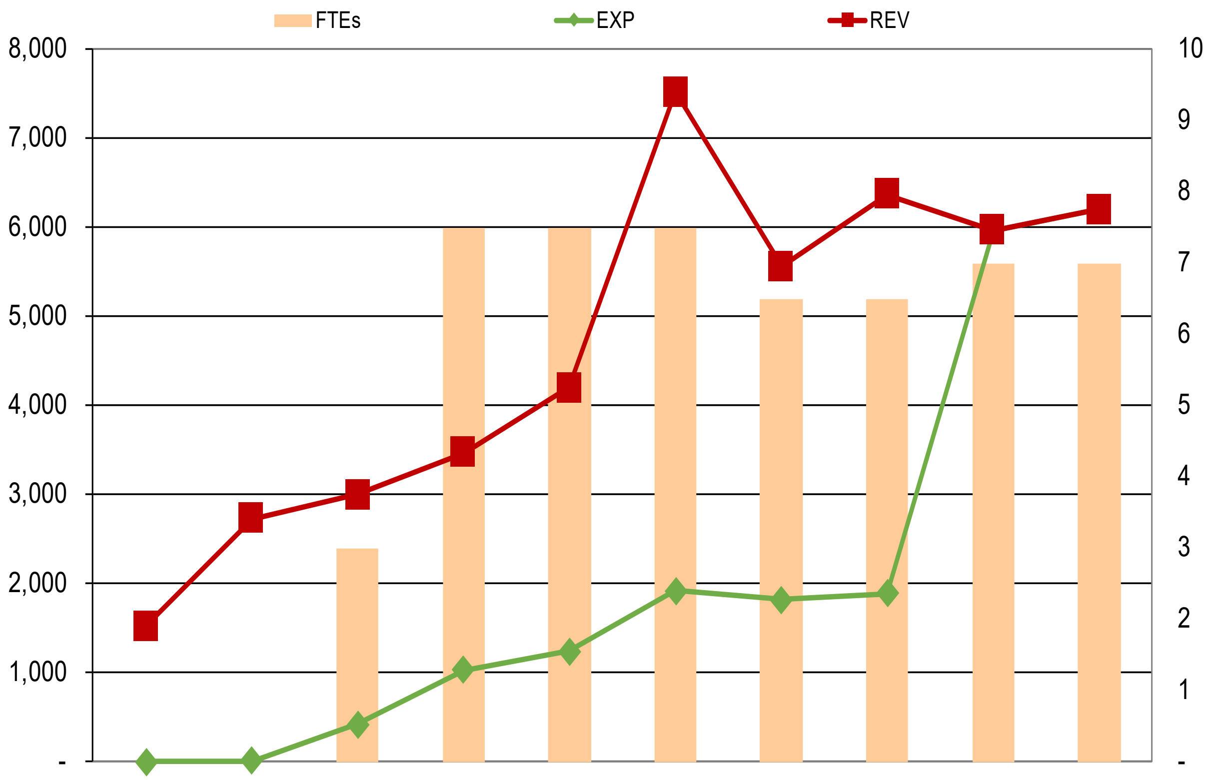
	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$20,918,284	$20,391,087	$22,949,163	$22,410,603
Reserve	640,000	500,000	500,000	600,000
TOTAL BALANCE	21,558,284	20,891,087	23,449,163	23,010,603
REVENUES				
Tax Increment Area	5,040,366	5,964,730	5,651,140	6,202,220
Developer Contributions	500,000	-	-	-
Grant Revenues	829,288	-	-	-
TOTAL REVENUES	6,369,654	5,964,730	5,651,140	6,202,220
TOTAL REVENUES & BALANCE	27,927,938	26,855,817	29,100,303	29,212,823
EXPENSES[1]				
Capital Projects - Current Year	4,478,775	5,964,730	5,651,140	6,202,220
Capital Projects - Carry-Over	-	4,785,746	438,560	3,253,380
TOTAL EXPENSES	4,478,775	10,750,476	6,089,700	9,455,600
BALANCE, JUNE 30				
Construction Reserve	22,949,163	15,505,341	22,410,603	19,157,223
Reserve [2]	500,000	600,000	600,000	600,000
TOTAL BALANCE	$23,449,163	$16,105,341	$23,010,603	$19,757,223

Notes:

1. Most capital projects span multiple years from design to construction completion. The FY 2019 Actual and FY 2020 Re-Estimate columns reflect that funding for capital projects is carried forward each fiscal year; ending balances fluctuate reflecting the carryover of these funds. The FY 2021 proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans, and design and construction schedules.

2. Balances equivalent to a minimum of ten percent of annual budgeted TIF revenues are held in a reserve in accordance with the County Board's financial and debt policies.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	-	$12	$418	$1,030	$1,243	$1,920	$1,816	$1,891	$5,965	$6,202
REV	$1,520	$2,735	$3,003	$3,467	$4,196	$7,516	$5,560	$6,370	$5,965	$6,202
FTEs	-	-	3.00	7.50	7.50	7.50	6.50	6.50	7.00	7.00

Fiscal Year	Description	FTEs
FY 2012	▪ The Tax Increment Financing Area (TIF) was established by the County Board in October 2010, with an initial allocation of 33 percent of the incremental real estate tax revenue over the base of $9.8 billion going to the TIF. The adopted General Fund CY 2011 real estate tax rate is $0.945 (excluding the stormwater tax) for each $100 of assessed value, and 33 percent of the estimated tax base of the FY 2012 increment of $292 million, or $455,449 will initiate this fund. The revenue includes only a partial year (the June 2012 tax payment). The adopted budget assumes a three percent growth in the real estate tax base. Subsequent to adoption of the FY 2012 budget, real estate values increased 9.8 percent between CY 2011 and CY 2012, yielding a revised revenue estimate of $1,520,200.	
FY 2013	▪ The budget increased due to: a full year of revenue collection compared to a partial year's revenues in FY 2012; an increase in the real property tax rate from $0.945 to $0.958 per $100 of assessed value (excluding the stormwater tax); and, an assumed increase of three percent over the CY 2012 assessed value of property in the area.	
	▪ The portion of real estate revenue dedicated to the TIF in the area remains at 33 percent in FY 2013.	
FY 2014	▪ Revenue projections in the tax district decreased due to a decline in real estate assessments in CY 2013 compared to CY 2012. The program is able to accommodate decreased funding due to recent adjustments to project timelines. As a result, the impact on project development in the short-term is negligible.	
	▪ There are a total of 8.0 authorized FTEs, of which 3.0 FTEs are funded by the Crystal City Tax Increment Fund and 5.0 FTEs are funded by the Transportation Capital Fund.	3.0
	▪ *There are a total of 23.0 FTEs to support major street and transit program elements of which 15.5 FTEs are funded by the Transportation Capital Fund and 7.5 FTEs are funded by the Crystal City Tax Increment Fund. Of the total Crystal City TIF FTE's, 3.0 FTEs were funded at FY 2014 adoption and 4.5 FTEs were funded at FY 2013 closeout.*	4.5
FY 2015	▪ Revenue projections in the tax district increased due to increases in real estate tax assessments in CY 2014 compared to CY 2013, as well as some adjustments to the CY 2013 assessments that increased revenue estimates for FY 2014.	
FY 2016	▪ Revenue projections in the tax district decreased due to decreases in real estate tax assessments in CY 2015 compared to CY 2014.	
FY 2017	▪ Revenues and expenditures increased based on the tax district increase due to increases in real estate assessments in CY 2016 compared to CY 2015.	

Fiscal Year	Description	FTEs
FY 2018	▪ Revenues increased based on the increase in real estate assessments in CY 2017 compared to CY 2016, offset by a reduction in the TIF increment from 33 percent to 30 percent.	
	▪ FTEs decrease by 1.0 FTE to reflect the transfer of a position in the Real Estate Bureau to the Transportation Capital Fund.	(1.0)
FY 2019	▪ Revenues and expenses decreased based on lower real estate assessments in CY 2018 compared to CY 2017, and also a reduction in the TIF increment from 30 percent to 25 percent.	
FY 2020	▪ Revenues and expenses increased based on a 3.0 percent increase in CY 2019 real estate assessment compared to CY 2018 and the adopted tax rate increase, the planned project expenditures from the Adopted 2019 – 2028 CIP, and the addition of a Principal Planner position that will be split 50/50 between CPHD General Fund and Crystal City TIF due to an anticipated increase in development activity and ancillary development activity associated with Amazon ($75,000).	0.5

Our Mission: To provide a supplemental financial mechanism to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike.

In December 2013, the Arlington County Board established a tax increment financing area to help finance affordable housing initiatives in support of the Columbia Pike Neighborhoods Area Plan.

In 2009, the Land Use and Housing Study process began to study the multi-family housing areas along Columbia Pike with the goal of producing the next major plan for Columbia Pike. The process was completed in July 2012 and resulted in the adoption of the Columbia Pike Neighborhoods Area Plan (the Plan). This 30-year plan establishes the future vision for the primarily multi-family residential areas located between the commercial nodes along the Columbia Pike corridor. The Plan established a goal of preserving all existing 6,200 market rate affordable units (MARKS). Columbia Pike Tax Increment Financing Area (TIF) revenues will be utilized to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike, particularly related to the preservation of affordable housing. TIF revenues will be used to fund the Transit Oriented Affordable Housing Fund (TOAH Fund). The TOAH Fund is a tool designed to help affordable housing developers utilizing the Low-Income Housing Tax Credit program pay for certain County fees and infrastructure costs of these projects.

TIF is a mechanism used to support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements or mitigation efforts associated with the project. Unlike a special district, it is not an additional or new tax; rather, it redirects and segregates a portion of the increased property tax revenues that would normally flow to the General Fund to be used for a specified purpose. The amount of the tax increment revenue is determined by setting a baseline assessed value of all property in the area on January 1, 2014 and in each subsequent year, tracking the incremental increase in assessed values relative to the base year, and segregating the incremental real estate tax revenue generated in a separate fund. The Board approved allocating 25 percent of the incremental real estate tax revenues to the Columbia Pike TIF area. This percentage can be revisited as part of the annual budget process. The TIF area includes the Columbia Pike Neighborhoods Special Revitalization District and the Columbia Pike Special Revitalization District as noted on the General Land Use Plan.

In the adopted FY 2018 budget, the County Board adjusted the TIF's baseline to the CY 2018 assessed value of $3,066,510,900. In FY 2021, revenues are based on a 7.3 percent growth in real estate tax assessments in the TIF area.

In response to the County Board's direction for significant investments in affordable housing, the County Manager's FY 2021 budget proposal includes a dedication of Columbia Pike TIF balances and future funding to affordable housing investments.

FUND SUMMARY

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed budget for the Columbia Pike Tax Increment Financing Area is $1,094,670 reflecting 7.3 percent growth in real estate tax assessments in the TIF area.

- ↑ Revenue projection increases in the tax district due to increases in real estate assessments from CY 2019 to CY 2020.

PROGRAM FINANCIAL SUMMARY

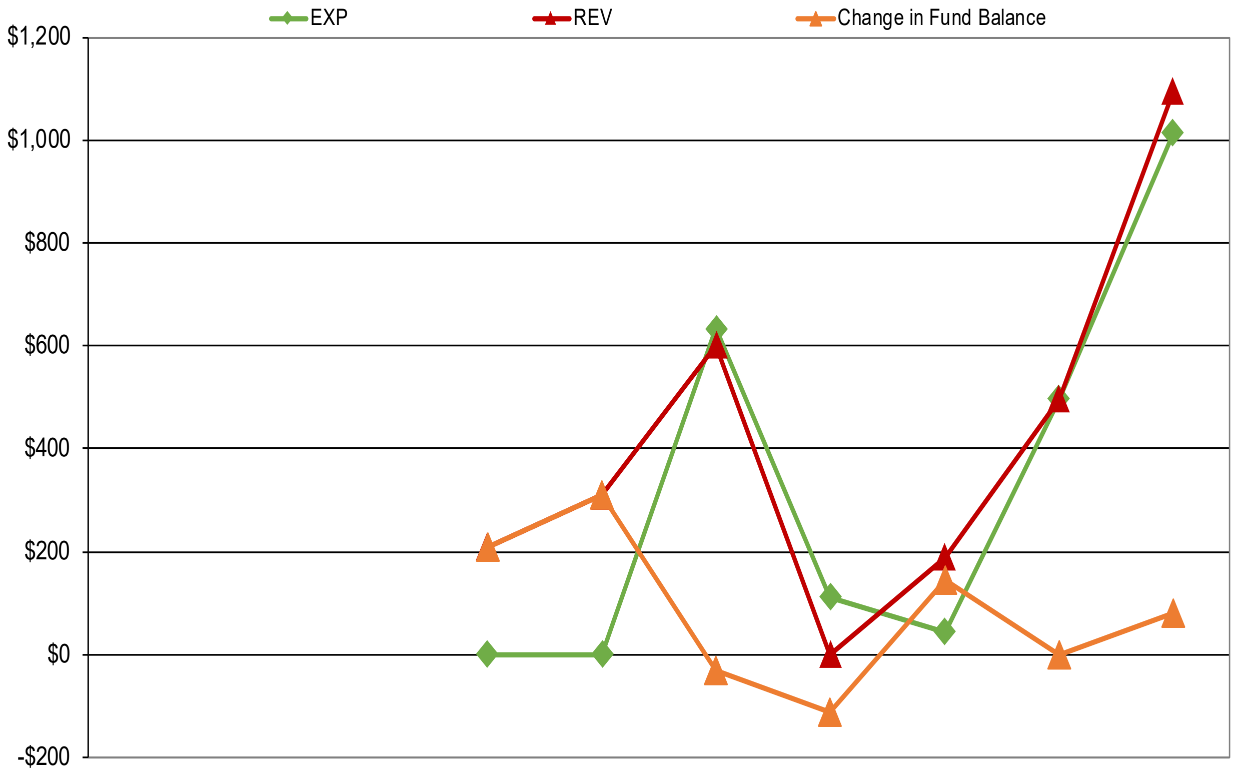
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	-	-
Non-Personnel	$45,128	$496,660	$1,014,000	104%
Total Expenditures	45,128	496,660	1,014,000	104%
Total Revenues	189,070	$496,660	$1,094,670	120%
Change in Fund Balance	$143,942	-	80,670	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

COLUMBIA PIKE TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1	$374,083	$507,838	$518,025	$1,191,355
REVENUE				
Tax Increment Area	189,070	496,660	673,330	1,094,670
TOTAL REVENUE	189,070	496,660	673,330	1,094,670
TOTAL REVENUE & BALANCE	563,153	1,004,498	1,191,355	2,286,025
EXPENDITURES				
TOAH Fund - Current Year	45,128	496,660	-	1,014,000
TOTAL EXPENDITURES	45,128	496,660	-	1,014,000
BALANCE, JUNE 30	**$518,025**	**$507,838**	**$1,191,355**	**$1,272,025**

The FY 2021 expenditures column reflects staff's current estimate that $30,000 will be used for the Arlington Mill Dark Fiber Project and $984,000 will be used for a proposed Arlington View Terrace East affordable housing development.

EXPENDITURE AND REVENUE TRENDS



	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP				-	-	$633	$112	$45	$497	$1,014
REV				$209	$309	$602	-	$189	$497	$1,095
Change in Fund Balance				$209	$309	-$31	-$112	$144	-	$81

Fiscal Year	Description	FTEs
FY 2015	▪ In December 2013, the Arlington County Board established a tax increment financing area to help finance affordable housing initiatives in support of the Columbia Pike Neighborhoods Area Plan. The baseline assessment for the TIF area is $2.7 billion. A two percent increase in assessments between CY 2014 and CY 2015 will yield approximately $119,950 in partial year revenues in the spring of FY 2015. This estimate is based on capturing the full 25 percent of the tax increment for FY 2015.	
FY 2016	▪ Revenue projections in the tax district increased due to a full year of tax collections and increases in real estate assessments from CY 2015 to CY 2016.	
FY 2017	▪ Revenue projections in the tax district increased due to increases in real estate assessments from CY 2016 to CY 2017.	
FY 2018	▪ The County Board adjusted the TIF's baseline assessed value to CY 2018 and adjusted the funding allocation to the district in FY 2018. By resetting the calculated tax base for the district, no new FY 2018 funding will be directed to the district. However, existing fund balances will remain in the fund and future real estate tax revenue over the CY 2018 base year will be allocated to the Columbia Pike TIF based on the incremental real estate tax revenue percentage adopted by the County Board.	
FY 2019	▪ Revenue projections in the tax district increased due to increases in real estate assessments from CY 2018 to CY 2019.	
FY 2020	▪ Revenue projections in the tax district increased due to increases in real estate assessments from CY 2019 to CY 2020 and the County Board adopted tax rate increase.	

Our Mission: To build and maintain water delivery, sanitary sewer collection, and wastewater treatment systems that provide high-quality water and sewer services and products

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Utilities Fund is $91,512,295, a three percent increase from the FY 2020 adopted budget. The FY 2021 budget reflects:

- ↑ Personnel increases due to employee salary increases, retirement contributions decreased based on current actuarial projections, decreased charge-backs to capital, adjustments to salaries resulting from job family studies for trades and planners ($738,518), and the addition of a Human Resources Administrative Specialist for training support ($64,022, 1.0 FTE), partially offset by a decrease in the County's cost for employee health insurance and an increase in charges to the Solid Waste Bureau (DES-General Fund) to pay their pro-rata share of the Customer Services Office ($13,754).
- ↑ Non-personnel increases due to purchased water ($900,000), non-discretionary contractual increases for chemicals ($201,150), biosolids hauling ($78,315), and various contracts ($16,130), projected demand for utility markings ($30,000), budget reallocations as identified based on historical spending and operational needs ($20,866), operating expenses associated with the new position ($2,550 one-time and $1,360 ongoing), and one-time funding for large valve inspections ($300,000), partially offset by the elimination of FY 2020 one-time expenses ($22,005), elimination of annual maintenance costs for the decommissioned billing information system ($32,425), budget reductions and reallocations as identified based on historical spending and operational needs ($5,700), and adjustments to the annual expense for maintenance and replacement of County vehicles ($30,796).
- ↓ Debt service decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($31,211).
- ↑ Other expenses increase for the contingency due to the reclassification of positions identified to be substantially below comparative pay studies ($414,117), fund-wide benefit changes ($14,095), higher overhead charges based on FY 2021 projections ($176,181), and consultant funding ($18,110), partially offset by the elimination of Bozman Government Center rent due to relocation of the Customer Services Office ($59,059).
- ↑ Intra-county revenue increases based on historic trend analysis of water and sewer revenue from county departments and the increase in the water and sewer rate ($100,000).
- ↑ Revenues increase due to the proposed water and sewer rate increase ($1,521,958), sewage treatment charges from neighboring jurisdictions ($100,000), interest income ($50,000), projected demand for utility marking fees ($20,000), increases for Lee Pumping Station lease agreements ($5,280), miscellaneous revenues ($31,512), and historic trend analysis of water-sewer engineering fees ($2,500) and flow test fees ($2,200); partially offset by a decrease in turn-on fees ($3,000).
- ↓ Fund balance utilized decreases from the prior year by $520,961 and reflects the current deficit in the 90-day operating reserve. There is a planned addition to the reserve of $1,000,000 in FY 2021.

On July 1, 2020, the total water/sewer rate is proposed to increase $0.40, from $13.80 to $14.20 per thousand gallons (TG). This is a 2.9 percent increase projected to produce $1.5 million of additional revenue. The water rate is proposed to increase $0.21, from $4.70/TG to $4.91/TG and sewer rate is proposed to increase is $0.19, from $9.10/TG to $9.29/TG respectively. The rate effective date will be July 1, 2020. The average homeowner, using approximately 60 TG annually, would see their bill increase $24, from $828 to $852 per year ($24 annually or $6 per quarter).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$22,992,991	$25,258,956	$25,659,267	2%
Non-Personnel	30,562,245	29,047,725	30,507,170	5%
Debt Service	30,760,321	30,405,573	30,374,362	-
Other	5,108,654	5,433,052	5,996,496	10%
Subtotal	89,424,211	90,145,306	92,537,295	3%
Intra-County Revenue	(982,085)	(925,000)	(1,025,000)	11%
Total Operating Expenditures	88,442,126	89,220,306	91,512,295	3%
Revenues	99,017,611	102,936,845	104,667,295	2%
Fund Balance Utilized	3,546,637	520,961	-	-
Total Revenues and Fund Balance	102,564,248	103,457,806	104,667,295	1%
Transfer to Capital	14,025,300	14,190,500	12,155,000	-14%
Transfer to Auto Fund	-	47,000	-	-
Total Transfers Out (In)	$14,025,300	$14,237,500	$12,155,000	-15%
Permanent FTEs	245.75	251.75	252.75	
Temporary FTEs	2.20	2.20	2.20	
Total Authorized FTEs	247.95	253.95	254.95	

Note: In FY 2020, $520,961 from prior year fund balance will be used. The fund balance has been drawn down over the past few years for rate stabilization and was slightly below the minimum requirement, per policy, at the end of FY 2019. Therefore, there is a planned addition to fund balance of $1,000,000 in FY 2021 to partially restore the deficit. Additional funding will be set aside in future years to fully restore the fund balance reserve over three years, per policy, and to maintain it at the appropriate level.

FIVE-YEAR RATE HISTORY

Fiscal Year	Effective Date	Water ($/TG)	Sewer ($/TG)	Combined Rate ($/TG)	Increase from Prior Year (%)	Annual Household Cost (60 TG/year)
FY 2017	May 1, 2016	$4.21	$9.06	$13.27	-	$796
FY 2018	May 1, 2017	$4.53	$9.09	$13.62	2.6%	$796
FY 2019	July 1, 2018	$4.53	$9.09	$13.62	-	$817
FY 2020	July 1, 2019	$4.70	$9.10	$13.80	1.3%	$828
Proposed FY 2021	July 1, 2020	$4.91	$9.29	$14.20	2.9%	$852

UTILITIES FUND
OPERATING STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
BALANCE JULY 1	$17,345,388	$18,601,528	$13,895,573	$14,127,555
REVENUE				
Interest	270,001	75,000	75,000	125,000
Water/Sewer Billing	92,288,914	96,579,970	96,579,970	98,101,928
Water Service Connection Fee	868,140	1,100,000	1,100,000	1,100,000
Water Service Discontinuation	129,195	140,000	140,000	140,000
Meter Installation	18,700	25,000	25,000	25,000
Sewage Treatment Charges	4,279,551	4,000,000	4,000,000	4,100,000
Late Fee	414,241	410,000	410,000	410,000
New Account Fee	110,275	105,000	105,000	105,000
Turn-On Fee	9,450	13,000	11,500	10,000
Flow Test Fee	10,200	8,000	9,500	10,200
Pretreatment Fee	10,569	5,200	5,200	5,200
Utility Marking Fee	225,791	195,000	195,000	215,000
Hazardous Household Material Fee	8,570	8,000	8,000	8,000
Miscellaneous Revenue	374,014	272,675	272,675	311,967
TOTAL REVENUE	99,017,611	102,936,845	102,936,845	104,667,295
OPERATING EXPENSES				
Customer Services Office (net of intra-county billing revenue)	498,781	789,951	629,203	725,350
WSS Operations	18,488,782	19,169,131	19,169,131	19,944,661
Water Purchase	8,114,102	7,200,000	8,100,000	8,100,000
Water/Sewer Records	680,736	752,268	714,655	782,664
Water Pollution Control	24,602,775	25,209,264	23,948,801	26,112,102
Debt Service	30,760,321	30,405,573	30,405,573	30,374,362
Other	5,296,629	5,694,119	5,500,000	5,473,156
TOTAL EXPENSES	88,442,126	89,220,306	88,467,363	91,512,295
BALANCE (SUBTOTAL)	27,920,873	32,318,067	28,365,055	27,282,555
TRANSFERS OUT				
Utility Construction (Fund 519)	14,025,300	14,190,500	14,190,500	12,155,000
Auto Fund	-	47,000	47,000	-
TOTAL TRANSFERS	14,025,300	14,237,500	14,237,500	12,155,000
TOTAL EXPENSE AND TRANSFERS	102,467,426	103,457,806	102,704,863	103,667,295
BALANCE, JUNE 30	13,895,573	18,080,567	14,127,555	15,127,555
Board-adopted Three-month Operating Reserve (excludes debt service)	$14,690,178	$14,934,933	$14,765,447	$15,445,227
Water/Sewer Rate per 1,000 gallons	$13.62	$13.80	$13.80	$14.20

Note: Fund balance fell below the 90-day operating reserve at the end of FY 2019. It is planned to add $1m to the reserve in FY 2021 to begin to restore reserve levels per policy.

The following fees and other revenue are used to fund operating and capital costs for the Utilities Fund. The capital costs are reflected in the Pay-As-You-Go Capital portion of the budget, found in Tab E.

Fund Balances From Prior Years: The County maintains a fund balance, consistent with the Board-adopted financial policy to maintain an operating reserve equal to three months of expenses, to cover emergency events that might impact water and sewer services. If utilized, the reserve will be replenished over a three year period to the minimum reserve level.

Interest Earnings: Interest earned on the fund balance accrues to the Utilities Fund monthly.

Water/Sewer Billing: Charges for water/ sewer service based on consumption of water as reflected by periodic readings of water meters serving the property. These charges generate approximately 93 percent of the income for the Utilities Fund. This category also includes sewer revenue from government facilities and authorities and other organizations (such as the Pentagon and Reagan National Airport) that use the County's sewage system but receive their drinking water from other sources. Set by County Code, Chapter 26; effective date July 1 each fiscal year.

Water Service Connection Fee: This fee is paid by new water users for a physical connection and meter installation to the water system. The fee recovers 100 percent of personnel, materials, and equipment rental costs. The fee varies by meter size, ranging from $3,200 for a 1" connection line with a ¾" meter up to $25,300 for an 8" line with an 8" meter. Set by County Code, Chapter 26; effective date July 1, 2008.

Sewage Treatment Charges: These charges are paid by neighboring jurisdictions (Fairfax County and the Cities of Falls Church and Alexandria). Consistent with memoranda of understanding that the County has signed with Fairfax County and the Cities of Falls Church and Alexandria, the neighboring jurisdictions are charged both for their share of costs associated with operating the County's sewage system as well as with making necessary capital improvements to it.

Water/Sewer Late Fee: The County imposes a six percent (6%) fee on any water and sewer charges if, 30 days after the billing date, there is an outstanding balance on the account. Set by County Code, Chapter 26; effective date July 1, 1992.

New Account Fee: This $25 fee is charged to new customers when they set up a new utilities account. Set by County Code, Chapter 26; effective date July 1, 1992.

Discontinuation Fee: Fee to discontinue a public way service. Fee is $500. Set by County Code, Chapter 26; effective date July 1, 2008.

Reactivation Fee: This $25 fee is charged when the County turns on a customer's water service after it had previously been shut off either at the customer's request or for non-payment. Set by County Code, Chapter 26; effective date July 1, 1992.

Flow Test Fee: This $300 fee is charged when developers request fire flow information necessary to do sprinkler system design. Set by County Code, Chapter 26; effective date July 1, 2008.

DFU Credit Inspection Fee: This fee is charged when developers request an inspection to certify the existing drainage fixture units (DFUs) at properties that will be demolished. The credit offsets the Infrastructure Availability Fees (IAF) that a developer will be charged for new construction DFUs. The fee is $175 for inspections of 1-24 fixtures; $275 for 25 plus fixtures. Set by County Code, Chapter 26; effective date July 1, 2008.

Pretreatment Fee: This fee is assessed on certain businesses that introduce pollutants into the sewer system, or "Significant Industrial Users," to recover the costs of the industrial pretreatment program, which ensures compliance with state and federal standards. Annual fee of $1,560 plus $3,640 for each monitoring point. Set by County Code, Chapter 26; effective date October 2, 2004.

Utility Marking Fee: This fee is charged to developers to have utility lines marked before construction begins. $45 fee. Set by County Code, Chapter 22; effective date July 1, 2013.

Hazardous Household Material Fee/ Appliance Fee: This fee is charged for the safe disposal of household waste products that contain cathode ray tubes (CRTs). Fee is $20 per television and $15 per monitor. Set by County Code, Chapter 10; effective date April 30, 2005.

Infrastructure Availability Fee: This fee is charged to developers for the capital costs associated with adding new demand on the water and sewer systems, based on the number of drainage fixtures units (DFUs) added to the system. DFUs are established by the Plumbing Code to service as a proxy for water usage and range from 5 DFUs for a full bathroom to ½ for a drinking fountain. For a renovation or tear-down, full credit is granted for any pre-existing DFUs. Revenues for this fee are accounted for in the Utilities Capital Pay-As-You-Go Fund. Fees are $200 per DFU combined water and sewer service. For structures which have water-only service, it is $85 per fixture. For structures with sewer-only service, it is $115 per fixture. Set by County Code, Chapter 26; effective date July 1, 2013.

WATER, SEWER, STREETS BUREAU

PROGRAM MISSION

To protect the health and welfare of Arlington residents and visitors by efficiently providing safe water and sanitary sewer services.

- Purchases wholesale safe drinking water from the Army Corps of Engineers' Washington Aqueduct Division.
- Ensures adequate water flows and pressure.
- Reads, inspects, installs, and tests over 37,400 meters in the County (Water Meter Program).
- Monitors and operates the County's water system, investigates potential water leaks and water losses, and addresses resident concerns (Control Center).
- Maintains and repairs water mains, valves, fire hydrants, and other appurtenances; installs new water service connections and fire line valves; and relocates or adjusts water infrastructure in conjunction with street and utility construction (Water Construction and Maintenance Program).
- Conducts inspections and tests of valves and pumping stations, inspects and tests fire hydrants, and flushes water lines (Flushing and Inspection Program).
- Operates and maintains the County's sewage collection system.
- Maintains, flushes, and cleans sanitary sewer lines (Sewer Flushing Program).
- Identifies deficiencies in the sewer system (TV Inspection Program).
- Installs new sewer mains, adjusts or replaces manhole frames and covers that have become worn, and makes spot repairs.
- Responds to sewer stoppages and other emergencies around the clock.

SIGNIFICANT BUDGET CHANGES

↑ Personnel increases due to employee salary increases, adjustments in the County's cost for employee health insurance, adjustments to salaries resulting from job family studies for trades and planners ($445,502), and the addition of a Human Resources Administrative Specialist for training support ($64,022, 1.0 FTE), partially offset by retirement contributions based on current actuarial projections and salary savings due to employee turnover.

↑ Non-personnel increases due to purchased water ($900,000), adjustments to the annual expense for maintenance and replacement of County vehicles ($16,454), operating expenses associated with the new position ($2,550 one-time, $1,360 on-going), and one-time funding for large valve inspections ($300,000).

↑ Revenues increase due to Lee Pumping Station lease agreements with Sprint and Omnipoint ($5,280).

WATER, SEWER, STREETS BUREAU

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$11,156,860	$12,343,538	$12,831,612	4%
Non-Personnel	15,446,024	14,025,593	15,213,049	8%
Total Operating Expenditures	26,602,884	26,369,131	28,044,661	6%
Total Revenues	1,230,187	1,439,120	1,444,400	-
Net Revenue Support	$25,372,697	$24,930,011	$26,600,261	7%
Permanent FTEs	135.00	134.00	135.00	
Temporary FTEs	0.60	0.60	0.60	
Total Authorized FTEs	135.60	134.60	135.60	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of water system breaks (per 100 miles)	26.0	35.0	43.4	34.4	40.0	40.0
Public sanitary sewer backups	70	53	34	38	50	50

- Water system breaks include water mains, valves, hydrants, and service lines. The number of water system breaks varies year to year based on temperature fluctuations and system conditions.
- Public sanitary sewer backups occur when there is a blockage in the line which causes discharge from a customer's floor drain or drain in a fixture. Common causes are grease buildup, root intrusion, or inflow and infiltration during rain events.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Commercial meters inspected	N/A	81	473	502	480	480
Small valves inspected/ exercised	2,121/ N/A	3,258/ N/A	4,455/ 3,681	5,014/ 4,002	4,500/ 4,000	4,500/ 4,000
Large valves inspected	N/A	N/A	N/A	N/A	N/A	250
Water service installations	347	309	348	280	320	320
Hydrants inspected	1,271	1,039	2,934	2,865	3,700	3,700
Fire hydrants out of service per day (%)	N/A	N/A	0.4%	0.2%	0.2%	0.2%
Sanitary sewer flushing (segments)	N/A	3,491	3,376	4,252	4,100	4,100
Miles of sewer pipe inspected	N/A	11.8	47.1	79.4	60.0	60.0
Sewer overflows to environment (gallons)	N/A	N/A	N/A	25,000	20,000	0
Formal training (hours)	N/A	N/A	4,841	4,043	4,500	5,500
Electrical usage at water pumping stations (Kilowatt hour; kWh)	N/A	2,126,548	1,908,756	1,864,741	2,000,000	2,000,000

- Small valves are those valves that are twelve (12) inches and smaller. Inspection is defined as the crew making an assessment of the valve and recording its attributes. In FY 2016, valves inspected were lower than prior years as the program transitioned from contractual to in-house personnel, which required time for hiring and training of personnel. Valves exercised is defined as each valve being operated through a full cycle and returned to its normal position. Not all valves which are inspected can be exercised; those not being able to be exercised require maintenance, rehabilitation, or replacement to restore proper operation.
- Large valves are those valves that are sixteen inches or greater. In FY 2021 funding is provided for the first year of a planned two-year program to inspect the system’s approximately 500 large valves and air release valves (ARVs). Rehabilitation of the valves is funded in the Capital Improvement Plan (CIP).
- Fire hydrants out of service is calculated by the total number of days hydrants were out of services divided by the number of total hydrants divided by 365 days per year. In FY 2019, for every 1000 hydrants, there were 2 out of service. The County has just under 4,000 hydrants.
- Sewer overflows to the environment occurs when untreated sewage is discharged from a sanitary sewer line into the environment prior to treatment. These are typically reportable to the Department of Environmental Quality (DEQ).

WATER SEWER RECORDS

PROGRAM MISSION

To preserve the integrity of Arlington's water and sewer infrastructure.

- Maintain and disseminate up-to-date and accurate records of Arlington's water distribution and sewer collection system infrastructure. These records ensure that proposed construction or repair work within Arlington does not compromise the County's utilities infrastructure.
- Automate water and sewer records for incorporation into Geographic Information System (GIS) maps.
- Review building and utility permits, compute service connection fees, initiate water service installations, and administer the fire hydrant permit program.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases and adjustments in the County's cost for employee health insurance, offset by retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to projected demand for utility markings ($30,000), partly offset by various budget reductions and reallocations as identified based on historical spending and operational needs ($5,700).
- ↑ Revenue increases due to projected demand for utility marking fees ($20,000) and historic trend analysis of water-sewer engineering fees ($2,500) and flow test fees ($2,200).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$368,148	$493,068	$499,164	1%
Non-Personnel	312,588	259,200	283,500	9%
Total Operating Expenditures	680,736	752,268	782,664	4%
Total Revenues	248,391	210,500	235,200	12%
Net Revenue Support	$432,345	$541,768	$547,464	1%
Permanent FTEs	4.00	5.00	5.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.00	5.00	5.00	

CUSTOMER SERVICES OFFICE

PROGRAM MISSION

To provide our ratepayers with excellent customer service through timely and accurately billing and effectively processing their related service requests.

- Efficiently generate accurate, customer-oriented billings for approximately 37,400 water, sewer, and refuse accounts.
- Respond to more than 50,000 customer services inquiries annually.
- Ensure that utilities payments are posted to customers' accounts promptly and accurately.
- Administer leak adjustment and cut off programs.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases primarily due to employee salary increases and the County's cost for employee health insurance, partially offset by a decrease in retirement contributions based on current actuarial projections and increase in charges to the Solid Waste Bureau (DES-General Fund) to support the Customer Services Office ($13,754).
- ↓ Non-personnel decreases due to the elimination of annual maintenance costs for the decommissioned billing information system ($32,425) and the elimination of FY 2020 one-time expenses ($19,005), partially offset by contractual price increases ($7,382) and budget reallocations as identified based on historical spending and operational needs ($20,866).
- ↑ Intra-county revenue increases based on historic trend analysis of water and sewer revenue from county departments and the increase in the water and sewer rate ($100,000).
- ↑ Revenues increase due to the proposed water and sewer rate increase ($1,521,958) and interest income ($50,000), partially offset by a decrease in turn-on fees ($3,000).
- Water and sewer revenue, late fees, new account fees, turn-on fees, and interest are included in Customer Services Office revenue; however, they support the Utilities Fund overall.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,049,098	$1,170,435	$1,229,016	5%
Non-Personnel	431,768	544,516	521,334	-4%
Subtotal	1,480,866	1,714,951	1,750,350	2%
Intra-County Revenue	(982,085)	(925,000)	(1,025,000)	11%
Total Operating Expenditures	498,781	789,951	725,350	-8%
Total Revenues	$93,092,880	$97,182,970	$98,751,928	2%
Permanent FTEs	12.75	16.75	16.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.75	16.75	16.75	

CUSTOMER SERVICES OFFICE

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Non-revenue water: percent of purchased water	10%	10%	11%	11%	11%	10%
Percent of bills which were estimated	1.9%	0.9%	1.3%	1.6%	1.6%	1.5%
Call abandon rate	3%	5%	11%	7%	4%	4%
Percent of calls answered within service goal of 60 seconds (goal is 80%)	N/A	N/A	54%	56%	75%	75%

- Call abandon rate is the percent of people hanging up before being connected with a customer service representative.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of bills issued	174,975	175,168	175,287	175,720	176,400	176,400
Number of estimated bills issued	3,418	1,624	2,200	2,813	2,822	2,646
Volume of non-revenue water (million gallons)	737.47	778.08	876.66	871.19	775.00	705.00
Volume of water billed to customers (million gallons)	6,972.44	7,265.24	6,989.64	6,903.16	7,050.00	7,050.00
Number of inbound calls: non-emergency	57,742	55,762	60,410	61,881	63,000	63,500
Number of inbound calls: emergency	N/A	N/A	N/A	N/A	7,500	8,000
Average call time (minutes: seconds)	2:40	2:27	2:21	2:57	3:00	2:44

- Non-revenue water includes unbilled uses of water, including water main breaks, water line and hydrant flushing, fire suppression activities, and water leaks. The volume of unbilled water is derived by deducting the billed amount of water from the amount of purchased water. The five-year average is 10.5 percent.
- Higher numbers of estimated bills were incurred in FY 2016 due to the large snowstorm which prevented meter reads from being completed on time. FY 2019 and FY 2020 included seasonal main breaks which had a substantive impact on the ability to timely generate readings for winter billings. Estimates were utilized so bills could be sent out on time to customers.
- Volume of water billed to customers varies due to a variety of factors that affect consumption, including weather, household leaks, irrigation, and installation of water saving devices (shower, toilets, etc.). The 10 year average is 6,997 million gallons billed annually.
- In FY 2020, the Call Center expanded its hours from 8am - 5pm to 7am – 7pm to handle emergency calls on behalf of the Water, Sewer, Streets (WSS) Control Center, and in so doing, provide more convenient hours for our utilities and refuse customers to access the customer services that the Customer Service Office provides. Calls from the WSS Control Center are considered emergency calls and consist of issues including water main break, frozen meters, water pressure and quality concerns, and other infrastructure failures. There was a “ramp-up” period for recruitment and training of employees to handle these emergency calls, so the estimated emergency calls in FY 2020 is prorated accordingly. Non-emergency calls are those calls which are related to billing issues. These calls are estimated to increase based on the hours of operation of the Call Center expanding by three hours per day.

WATER POLLUTION CONTROL BUREAU

PROGRAM MISSION

To protect public health and the environment through the safe and cost-effective treatment and reclamation of wastewater generated in Arlington County.

- The Water Pollution Control Bureau (WPCB) treats wastewater generated in Arlington County at the Water Pollution Control Plant (WPCP).
- The WPCB also treats a portion of the wastewater from Fairfax County and the Cities of Falls Church and Alexandria.
- The WPCB also operates a Household Hazardous Material (HHM) Program that provides for the safe collection and disposal of household waste products that contain hazardous materials and require special waste management to minimize environmental impacts.
- Virginia's Departments of Environmental Quality (DEQ), Health (VDH), and Occupational Safety and Health (VOSH), and the U.S. Environmental Protection Agency (EPA) regulate the activities of the Water Pollution Control Plant.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, decreased charge-backs to capital, and the County’s cost for employee health insurance, adjustments to salaries resulting from job family studies for trades and planners ($293,016), partially offset by a decrease in retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to non-discretionary contractual increases for chemicals ($201,150), biosolids hauling ($78,315), and various contracts ($8,748), offset by adjustments to the annual expense for the maintenance and replacement of County vehicles ($14,342) and the elimination of FY 2020 one-time expenses ($3,000).
- ↑ Revenues increase due to a projected increase in sewage treatment charges from neighboring jurisdictions ($100,000) and miscellaneous revenues ($31,512).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change ‘20 to ‘21
Personnel	$10,230,910	$10,990,848	$11,622,815	6%
Non-Personnel	14,371,865	14,218,416	14,489,287	2%
Total Operating Expenditures	24,602,775	25,209,264	26,112,102	4%
Total Revenues	4,446,153	4,104,255	4,235,767	3%
Net Revenue Support	$20,156,622	$21,105,009	$21,876,335	4%
Permanent FTEs	94.00	93.00	93.00	
Temporary FTEs	1.60	1.60	1.60	
Total Authorized FTEs	95.60	94.60	94.60	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Treatment cost per million gallons per day (MGD) of actual flow	$2,721	$2,781	$2,988	$2,568	$3,046	$3,094

- The cost per million gallons of actual total average flow is net of the payment that the County makes to Fairfax County for the transmission to and processing of a portion of Arlington's wastewater at the District of Columbia Water and Sewer Authority's Blue Plains facility.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average daily biological oxygen demand load (pounds/day)	70,000	62,000	67,000	63,450	60,000	60,000
Chemical volume per million gallons (MG) treated (pounds)	N/A	N/A	1,855	1,720	1,900	1,900
Energy used at the Plant (kilowatt hour/ Million Gallons per Day(MGD))	3,400	3,700	3,355	3,120	3,600	3,600
Household hazardous material received (pounds)	568,028	523,492	510,379	530,781	520,000	550,000
Lost time - safety (days)	46	0	0	0	0	0
Preventive maintenance completed on time (percent)	92%	86%	86%	87%	95%	95%
Total average flow (MGD: million gallons per day)	23.3	21.6	22.0	25.6	22.0	22.5
Formal training hours	N/A	N/A	2,600	2,440	2,750	2,750

- During FY 2019, historically high rainfall resulted in significantly higher flows to the WPCP. These high flows skewed the performance measures values (lower) for some measures tracked on a unit per gallon (or MGD) basis.

DEBT SERVICE AND OTHER

PROGRAM MISSION

This line of business captures:

- Debt service for the repayment of bonds and loans used to finance capital improvements to the water distribution system, sewage collection system, and the Water Pollution Control Plant (WPCP).
- Fund-wide and miscellaneous expenditures, such as support personnel, utility rate study consultants, contingency for compensation study results, and state-mandated payments to the Virginia Waterworks Fund.
- The Utilities Fund's allocated share of overhead charges for work performed by both the Department of Environmental Services (DES) and non-DES General Fund agencies.

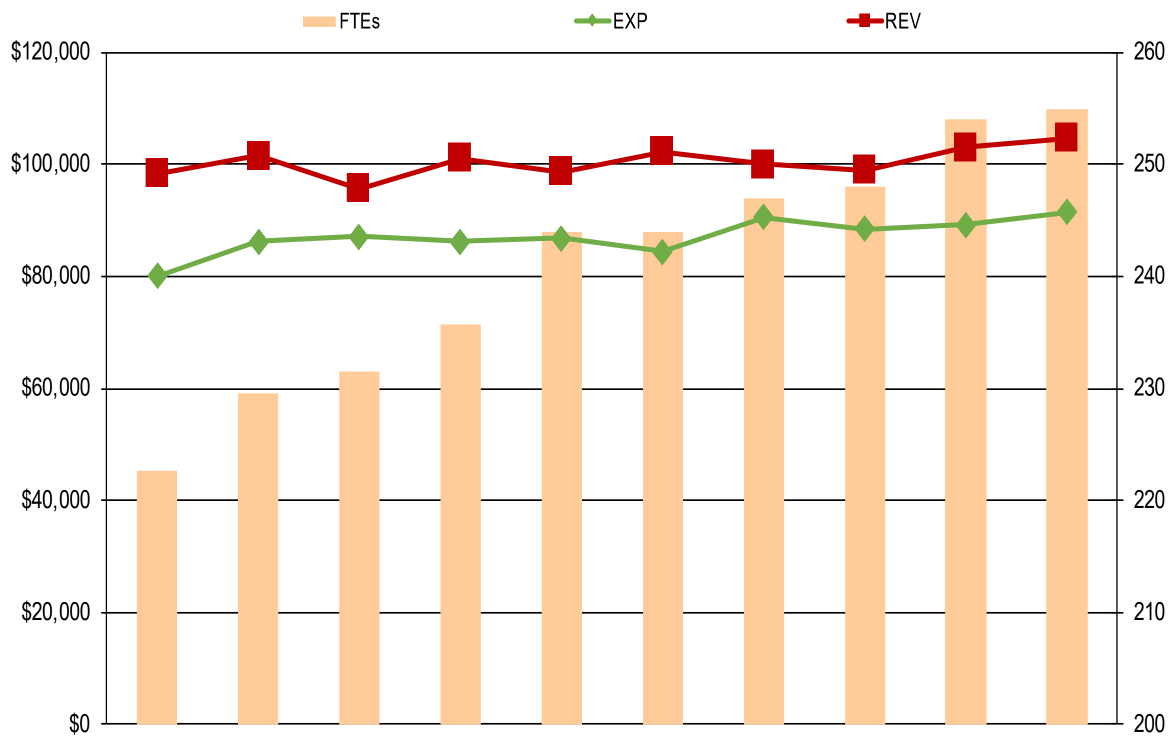
SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to retirement contributions based on current actuarial projections and charge-backs to other bureaus, partially offset by employee salary increases and adjustments in the County's cost for employee health insurance. These personnel provide support services fund-wide.
- ↓ Debt service decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($31,211).
- ↓ Other expenses decrease for elimination of contingency for personnel reclassifications ($324,401) and elimination of Bozman Government Center rent due to relocation of the Customer Services Office ($59,059), partially offset by higher overhead charges based on FY 2021 projections ($176,181) and consultant funding ($18,110).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$187,975	$261,067	$229,273	-12%
Debt Service	$30,760,321	$30,405,573	30,374,362	-
Other	5,108,654	5,433,052	5,243,883	-3%
Total Operating Expenditures	36,056,950	36,099,692	35,847,518	-1%
Total Revenues	-	-	-	-
Net Revenue Support	$36,056,950	$36,099,692	$35,847,518	-1%
Permanent FTEs	-	3.00	3.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	3.00	3.00	

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$80,054	$86,146	$87,020	$86,157	$86,735	$84,326	$90,478	$88,442	$89,220	$91,512
REV	$98,395	$101,522	$95,637	$100,996	$98,710	$102,319	$99,972	$99,018	$102,937	$104,667
FTEs	222.70	229.50	231.50	235.75	243.95	243.95	246.95	247.95	253.95	254.95

Fiscal Year	Description	FTEs
FY 2012	▪ The total water/sewer rate increases $0.45 to a total of $12.19 per thousand gallons (TG), a 3.8 percent increase, which will produce $2.0 million of additional revenue. The water rate increases by $0.18/TG to $3.68/TG. The sewer rate will increase by $0.27/TG to $8.51/TG.	
	▪ The FTE count in the adopted FY 2012 budget is 222.7, compared to 223.7 in the FY 2011 adopted budget. This reflects the transfer of a position from the WPCP in the Utilities Fund to the Directors Office in the General Fund.	(1.0)
	▪ Personnel includes an increase of $511,593 for overtime and standby pay for additional tank cleaning efforts at the Water Pollution Control Plant (WPCP) related to the Master Plan 2001 (MP01) project, and for the anticipated impact of the Department's Safety Policy for Maximum Hours Allowed to Work for the Water, Sewer, Streets Bureau (WSS).	
	▪ Non-personnel expenditures include an increase of $449,463 for a full year of fuel for the new standby generator facility at the WPCP; an increase of $318,925 for chemicals at the WPCP; an increase of $305,438 for contractual services associated with engineering services, tank cleaning, and water sampling; an increase of $287,284 for grit and solids hauling; an increase of $224,197 for operating and maintenance equipment and supplies; an increase of $144,705 for vehicle and equipment charges; an increase of $79,100 for safety and other training; and, an increase of $39,101 for operating costs at the recently acquired property at 2900 S. Eads Street. Debt Service increases by $2.4 million in FY 2012 primarily for repayment of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP.	
	▪ Increases are partially offset by a decrease of $477,873 in electricity costs, a decrease of $335,700 in the cost of water purchases from the Washington Aqueduct, and a decrease of $149,000 for water consumed by the WPCP.	
FY 2013	▪ The total water/sewer rate increases $0.42 to a total of $12.61 per thousand gallons (TG), a 3.4% increase, which will produce $5.0 million of additional revenue. The water rate increases by $0.30/TG to $3.98/TG. The sewer rate will increase by $0.12/TG to $8.63/TG.	
	▪ Personnel includes seven new FTE's (a water quality engineer and a new six-person water maintenance crew).	7.0
	▪ A partial FTE is transferred to the Department of Environmental Services General Fund budget.	(0.2)
	▪ Non-personnel expenditures increased $861,100 for chemicals, supplies, and contractual services for the process control system at the Water Pollution Control Plant.	
	▪ County vehicle charges increase $161,392 for new equipment approved in the FY 2011 closeout process and also for the new vehicles and equipment for the new water maintenance crew. The transfer to the Auto Fund increases $502,500 for the purchase of vehicles and equipment for the new Water Maintenance Crew.	
	▪ Utilities increase by $144,200 for water and electricity at the WPCP.	

Fiscal Year	Description	FTEs
	▪ Wholesale water purchases from the Washington Aqueduct increase by $100,000. ▪ Other WPCP increases include $100,000 for safety consulting at the plant and $80,651 for increased level of security guards required during continued construction at the WPCP. ▪ Debt service increases $635,758 for repayment of General Obligation bonds and VRA bonds for various Utilities Fund capital projects. ▪ The transfer to PAYG capital decreases $897,282, based on the planned FY 2013 maintenance capital program.	
FY 2014	▪ Personnel includes two new positions, a Construction Manager and a Sanitary Sewer Engineer ($799,040). ▪ Non-personnel increases include $639,400 for maintenance supplies at the Water Pollution Control Plant (WPCP), $400,000 in consulting for various studies and ongoing capital project support at the Water Sewer Street Bureau (WSS), $476,141 for electricity, Contracted Services and the apprenticeship and succession planning programs at the WPCP, $100,000 for wholesale water purchases from the Washington Aqueduct, the addition of $52,000 for the replacement of an existing server for the Utility Services Office (USO), $30,419 for operating supplies and $7,725 for landfill charges at WSS, $22,000 to purchase a vehicle for the new Construction Manager at WSS, the addition of $10,000 for automation of real estate agreement records, $7,662 for printing and mailing of utility bills, $2,037 for charges from the County's print shop to USO, and $1,000 for the utilities share of base map maintenance. ▪ Non-personnel expenses decrease by $498,440 for generator fuel at the WPCP, decrease for the transfer of Water / Sanitary Sewer Frames and Covers to the Utilities PAYG budget ($400,000), solids hauling ($295,497), chemicals at the WPCP ($154,274), based on updated volume and pricing assumptions, gas at the WPCP ($40,500), based on an anticipated price decrease, water at the WPCP ($29,050), County vehicle charges ($26,710), and elimination of the Telecom & Communications budget for Water Sewer Records ($2,773). ▪ Debt service decreased by $590,424 for repayment of general obligation bonds for various Utilities capital projects. ▪ Total revenues include revenue from Inter-jurisdictional Partners ($624,433), revenue from the County's participation in Dominion Virginia Power's Demand Side Management program ($68,985), Utility Marking revenue ($50,000), and Lee Pumping Station lease revenue ($5,725). ▪ The Infrastructure Availability Fee (IAF) increases by $18 per drainage fixture unit (DFU) to a total of $200 per DFU, a 10 percent increase. The water IAF increases by $13/DFU to $85/DFU. The sewer IAF increases by $5/DFU to $115/DFU. ▪ The transfer to the Auto Fund decreased to zero.	2.0
FY 2015	▪ Added a Chief Engineer, a Control Systems Engineer, an Electrical Power	4.0

Fiscal Year	Description	FTEs
	Technician, and a Control Systems Technician ($580,648).	
	▪ Increased a Records Assistant position from 0.50 to 0.75 FTE ($12,458).	0.25
	▪ Reduced generator fuel expenses based on lower than anticipated use ($394,200).	
	▪ Eliminated sixteen over-strength positions ($391,020).	
	▪ Non-personnel decreases include equipment repair expenses ($165,910), payments for leased equipment ($31,911), and wholesale water purchases from the Washington Aqueduct ($200,000).	
	▪ Non-personnel decreases are partially offset by increases in maintenance supplies ($446,796), contracted services ($92,775), insurance claims ($31,464), operating equipment and supplies ($61,854), inspection and repair of water valves ($350,000), and adjustment to the annual expense for maintenance and replacement of County vehicles ($6,389).	
	▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($644,644) and repayment of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP ($81,507).	
	▪ Other expenses increased include higher overhead charges based on FY 2015 projections ($230,863), funding for over-strength positions to meet succession planning and other needs ($150,000), and the annual payment to the Virginia Waterworks Fund ($35,631).	
	▪ Increased the water/sewer rate by $0.43, from $12.61 to $13.04 per thousand gallons (TG).	
	▪ Revenue increased due to water consumption estimates and the adopted rate increase ($3,091,257).	
	▪ Revenue increases also include water service connections ($100,000), water service discontinuations ($20,000), meter installations ($10,000), pretreatment revenue ($340), and the Lee Pumping Station lease agreements with Sprint and Omnipoint ($4,425).	
	▪ Revenue increases were partially offset by decrease in interest ($100,000), a decrease in household hazardous material revenue ($5,000), and the County's participation in Dominion Virginia Power's (DVP) Demand Side Management program ($394,200).	
FY 2016	▪ Transfer in of a Management and Budget Specialist from the Facilities Design and Construction Bureau in the General Fund to increase from 0.80 to 1.0 FTE ($25,696, 0.20 FTE)	0.2
	▪ Added a Capital Projects Engineer ($113,533, 1.0 FTE), a Large Water Meter Service Team ($165,921, 3.0 FTEs), and a Valve Exercise Team ($221,228, 4.0 FTEs) replacing contractors for budget savings.	8.0
	▪ Non-personnel increased primarily due to increases in maintenance supplies ($71,066), contracted services ($51,762), chemicals ($36,572), redundant (wireless) SCADA service at lift stations ($30,688), security system monitoring ($30,000), adjustments to the annual expense for maintenance and replacement of County vehicles ($26,609), one-time expenses for the Utility Billing System replacement project management	

Fiscal Year	Description	FTEs
	($99,842), one-time equipment expenses for the new FTEs ($63,000), and operating expenses for the new FTEs ($32,902). ▪ Non-personnel decreased due to the elimination of contractual valve work ($350,000). ▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($736,502) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP ($293,746). ▪ Other expenses increased due to higher overhead charges based on FY 2016 projections ($75,594). ▪ Intra-county revenues increase based on historic trend analysis of water revenue from county departments ($57,600). ▪ Revenues increased due to the adopted water and sewer rate increase ($974,847), sewage treatment charges from neighboring jurisdictions ($325,531), late fees ($100,000), interest earnings ($50,000), water service connections ($50,000), water service discontinuations ($10,000), utility marking fees ($10,000), meter installations ($7,000), turn on fees ($6,000), fire flow test fees ($4,000), pretreatment revenue ($3,550), and Lee Pumping Station lease agreements with Sprint and Omnipoint ($2,832).	
FY 2017	▪ Non-personnel increased due to the addition of costs for licensing and operating costs for asset management software ($229,950), mobile meter management software ($35,000), and capital project tracking software ($27,093), redundant (wireless) SCADA service at pumping stations ($22,320), offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($26,739). ▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($261,145) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP ($176,147). ▪ Other expenses increased are due to higher overhead charges based on FY 2017 projections ($418,512). ▪ Revenues decreased due to lower pretreatment revenue ($10,650) and appliance fees ($7,500), offset by an increase in Lee Pumping Station lease agreements with Sprint and Omnipoint ($4,643).	
FY 2018	▪ Added a Contract Specialist ($119,466), Engineering Technician ($63,476), and a Trades Worker ($59,743). ▪ Non-personnel decreased due to the elimination of contractual equipment rental and operation ($200,000), elimination of FY 2017 one-time expenses ($134,842), decreased operating costs associated with asset management software ($127,989), adjustments to the annual expense for the maintenance and replacement of County vehicles ($15,927), partially	3.0

Fiscal Year	Description	FTEs
	offset by one-time equipment for new FTEs ($37,999), operating expenses associated with new FTEs ($35,414), increases due to Security Information and Event Management (SIEM) ($7,000), and insurance claims ($3,536).	
	▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($577,747) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) ($64,000).	
	▪ Other expenses increased due to the higher overhead charges based on FY 2018 projections ($23,284) and Courthouse Plaza rent ($5,133).	
	▪ Revenues increased due to the increase in the water and sewer rate ($2,443,503), water discontinuation fees ($10,000), meter installation fees ($8,000), Lee Pumping Station lease agreements ($4,180), inspections ($7,000), and miscellaneous revenue ($3,720), offset by decreases in sewage treatment charges from neighboring jurisdictions ($311,269), water service connections ($50,000), late fees ($35,000), appliance fees ($2,500), utility marking fees ($15,000), and fire flow test fees ($6,500).	
FY 2019	▪ Added a Public Engagement Specialist ($127,381).	1.0
	▪ Non-personnel decreased due to the reduction for purchased water ($800,000) and elimination of FY 2018 one-time expenses ($37,999), partially offset by sewer preventative maintenance equipment funding ($144,000), Trades Center optimization study funding ($100,000), and adjustments to the annual expense for the maintenance and replacement of County vehicles ($18,301).	
	▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund Capital projects and the repayment of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) ($613,007).	
	▪ Other expenses increased due to higher overhead charges based on FY 2019 projections ($343,061).	
	▪ Revenue decreased due to a projected decrease in sewage treatment charges from neighboring jurisdictions ($454,147), offset by increases for Lee Pumping Station lease agreements ($5,495) and the interest income ($25,000).	
	▪ Fund Balance Utilized increased from the prior year by $598,448 and reflects the planned drawdown of fund balance, consistent with the County's financial policies.	
FY 2020	▪ Transfer in of three employees from the Solid Waste Bureau to support the consolidated Customer Service Office now budgeted within the Utilities Fund ($285,154), offset by an increase in interdepartmental charges to the Solid Waste Bureau (DES-General Fund) to support the call center consolidation ($289,110).	3.0

Fiscal Year	Description	FTEs
	▪ Transfer in of a utility underground program coordinator position from the General Fund ($165,956).	1.0
	▪ Added a Heating Ventilation and Air Conditioning (HVAC) Technician at the Plant ($129,563).	1.0
	▪ Added two employees to expand Call Center hours ($139,198).	2.0
	▪ Eliminated an Instrumentation supervisory position due to the consolidation of the Electrical and Instrumentation division at the Plant ($135,195).	(1.0)
	▪ Reduced overtime and standby pay for tank cleaning efforts at the Water Pollution Control Plant ($429,160).	
	▪ Eliminated FY 2019 one-time expenses ($105,220).	
	▪ Elimination of HVAC preventative maintenance contractual activities ($456,099), contractual changes for utility markings ($94,000), budget reductions and reallocations as identified based on historical spending and operational needs ($263,225), elimination of the lease payment budget due to equipment having been paid off ($34,412), and adjustments to the annual expense for maintenance and replacement of County vehicles ($55,174).	
	▪ Increased funding for new positions ($22,005 one-time, $62,549 ongoing), meter replacements ($346,362), annual maintenance costs for the newly implemented billing information system ($146,238), contractual increases ($325,141), and an increase in various overhead line items which were transferred from the Solid Waste Bureau to support the consolidation of the call center ($36,551).	
	▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($517,970) and the repayment of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) ($272,437).	
	▪ Other expenses increased are due to higher overhead charges based on FY 2020 projections ($483,729), offset by a decrease of Bozman Government Center rent ($74,401).	
	▪ Intra-county revenue increased based on historic trend analysis of water and sewer revenue from county departments and the increase in the water and sewer rate ($75,000).	
	▪ Revenues increased due to the adopted water and sewer rate increase ($973,399), sewage treatment charges from neighboring jurisdictions ($529,147), increases for Lee Pumping Station lease agreements ($5,040), and miscellaneous revenues ($14,500); partially offset by a decrease in hazardous household material fees ($2,000).	
	▪ Fund Balance Utilized decreased from the prior year by $1,579,039 and reflects the continued drawdown of fund balance, as planned, and consistent with the County’s financial policies.	

ARLINGTON VIRGINIA

Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments and office workers in the Ballston area

Ballston Public Parking Garage

- Provide oversight to the parking contractor managing the day to day operations of the parking garage to ensure compliance with the County's mandate to provide a user friendly public facility servicing the daily commuters, visitors to the mall, and the office workers in the Ballston area.
- Coordinate with Ballston Public Parking Garage stakeholders on issues relating to garage construction, safety, operations, and parking rates.
- Implement new policies and procedures to improve overall operations and at the same time reduce expenses and generate parking revenue to sustain the desired level of operational standards.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Ballston Public Parking Garage fund is $4,144,996, a three percent decrease from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Non-personnel increases due to materials and supplies ($6,300) and garage management and other contractual services ($61,000).
- ↑ Property taxes increase $18,753 due to an increase in the property assessment.
- ↓ Capital construction decreases $222,375 due to completion of garage improvements related to the Ballston Quarter redevelopment.
- ↑ Revenues increase by $272,700 due to the completion of Ballston Quarter and an increase in daily and monthly parking utilization.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	-	-
Non-Personnel	$2,271,577	$2,106,715	$2,174,015	3%
Capital Construction	4,130,454	1,222,375	1,000,000	-18%
Property Taxes	-	375,050	393,803	5%
Debt Service	-	577,178	577,178	-
Total Expenditures	6,402,031	4,281,318	4,144,996	-3%
Total Revenues	4,233,111	4,163,100	4,435,800	7%
Change in Fund Balance	($2,168,920)	($118,218)	$290,804	346%
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

BALLSTON PUBLIC PARKING GARAGE FUND
FUND STATEMENT

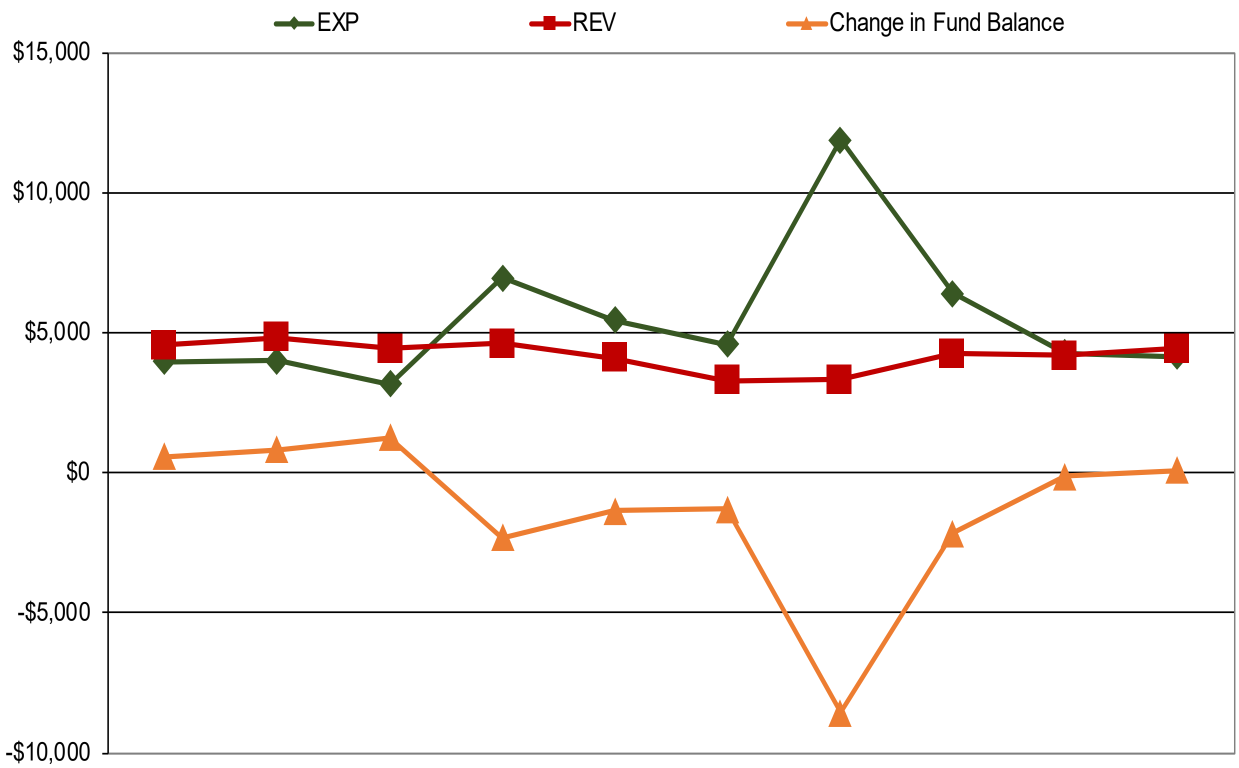
	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1				
Debt Service Reserve Fund [1]	-	$577,178	-	$577,178
Economic Stability Reserve[2]	$500,000	750,000	$500,000	750,000
Maintenance Reserve	2,738,595	449,053	569,674	83,225
TOTAL BALANCE	3,238,595	1,776,231	1,069,674	1,410,403
REVENUE				
Parking Revenue	4,233,111	4,163,100	4,163,100	4,435,800
TOTAL REVENUE	4,233,111	4,163,100	4,163,100	4,435,800
TOTAL REVENUE & BALANCE	7,471,706	5,939,331	5,232,774	5,846,203
EXPENSES				
Garage Operations	2,271,578	2,481,765	2,481,765	2,567,818
Capital Replacement[3]	4,130,454	1,222,375	763,428	1,000,000
Debt Repayment and Debt Service	-	577,178	577,178	577,178
TOTAL EXPENSES	6,402,032	4,281,318	3,822,371	4,144,996
BALANCE, JUNE 30				
Debt Service Reserve Fund [1]	577,175	577,178	577,178	577,178
Economic Stability Reserve[2]	492,499	750,000	750,000	1,100,000
Maintenance Reserve	-	330,835	83,225	24,029
TOTAL BALANCE	$1,069,674	$1,658,013	$1,410,403	$1,701,207

[1] The Debt Service Reserve Fund is a usual and customary revenue bond requirement in order to provide additional assurance to bond holders. Beginning in FY 2019, the debt service reserve includes funding for a portion of the Ballston Quarter CDA debt service due and payable in the following fiscal year.

[2] The Economic Stability Reserve equals three months of annual parking revenues. The reserve ramped up to this level over four fiscal years started in FY 2018. All remaining funds after funding the Debt Service Reserve and Economic Stability Reserve will be deposited in the Maintenance Reserve for ongoing maintenance and capital replacement.

[3] FY 2020 re-estimate includes the remaining portion of $4 million of planned capital contributions for garage improvements as part of the Ballston Quarter redevelopment, as well as the completion of concrete repairs to the existing garage.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$3,976	$3,994	$3,152	$6,951	$5,453	$4,590	$11,872	$6,402	$4,281	$4,145
REV	$4,540	$4,824	$4,420	$4,622	$4,077	$3,298	$3,312	$4,233	$4,163	$4,436
Change in Fund Balance	$564	$830	$1,268	-$2,329	-$1,376	-$1,292	-$8,560	-$2,169	-$118	$68

Note: Upcoming capital investments to the Ballston Public Parking Garage will use existing fund balances for the projects. The County plans to draw down balances over the next few years, using the funds to offset one-time capital expenditures.

Fiscal Year	Description	FTEs
FY 2012	▪ Non-personnel expenses increased $66,761 primarily due to increases in funding for general custodial supplies ($55,138), contractual services for garage operations ($46,047), and funding for equipment repair ($4,551). These increases are partially offset by a decrease in electricity ($30,681) and office supplies ($8,757). ▪ Capital construction increased $950,000 to provide funding for garage improvements and to repair and/or replace the façade. ▪ Debt service increased $740,650 for additional payments needed to pay off outstanding bonds in FY 2017. ▪ Revenue projections increased by $1,632,895, based on usage projections and a potential parking fee rate increase that could produce $1,752,895, offset by a $120,000 decline in interest income. The parking rate increase was implemented on May 1, 2012 (see FY 2013 below.)	
FY 2013	▪ Non-personnel expenses increased by $7,679 which reflects an increase in utilities ($33,411) and miscellaneous services and supplies ($15,344), offset by a decrease in the cost of garage operations that was partially offset by a potential increase in the County's living wage ($41,076). ▪ The capital construction budget increased by $377,375 to provide funding for garage improvements. Debt service decreases by $203,220 to reflect lower amount of principal on which interest payments will be made. ▪ Revenue projections decreased by $203,220 to reflect a lower amount of principal on which interest payments will be made. ▪ The County raised parking rates at the garage on May 1, 2012 in order to make capital improvements and to pay down principal on the outstanding bonds. The structure that went into effect keeps the $1 rate for the first three hours of parking and increases the graduated hourly rates over three hours anywhere from $0.50 to $1.00. The weekend rate was previously a $1 flat rate daily, and the same graduated weekday rates are now in effect on weekends. Monthly rates were also increased.	
FY 2014	▪ Non-personnel expenses decreased by $118,585 which reflects a decrease in the cost of garage operations ($94,360) due to contractual savings and savings for office supplies and postage ($28,091), partially offset by an increase in miscellaneous services ($3,866). ▪ Debt service decreased by $36,920 due to lower debt service related fees. ▪ Revenue increased by $56,492, due in part to the additional number of patrons parking on Levels 1-7 during construction on Level 8 of the garage and offset by a decrease in interest income ($23,000).	
FY 2015	▪ Non-personnel expenses increased by $10,063 for non-discretionary contractual increases. ▪ Overall revenue decreased by $474,962 due to completion of work on Level 8 and less revenue from hourly parking.	
FY 2016	▪ Non-personnel expenses decreased by $11,917 for non-discretionary contractual decreases. ▪ Capital construction expense decreased to reflect the capital projects to	

Fiscal Year	Description	FTEs
	be implemented within the fiscal year ($347,042). ▪ Overall revenue decreased by $452,686 due to loss of tenants during planned mall redevelopment.	
FY 2017	▪ Non-personnel expenses decreased for the garage management contract ($306,334), general custodial supplies ($70,620), office supplies ($11,196), utilities ($42,156) and fuel ($221), partially offset by increases for consultant services for design review, wayfinding and to mitigate construction impacts ($200,000), signage ($80,000), miscellaneous services ($14,379) and equipment repair ($67,611). ▪ Capital Construction increased by 198 percent due to planned repairs to the 4th and 5th floor concrete slabs, and a planned $4 million contribution as part of the Ballston Quarter redevelopment. ▪ Debt service decreased by $137,700 due to lower interest payments. ▪ Revenues decreased by $612,003 due to loss of tenants during mall redevelopment.	
FY 2018	▪ Non-personnel decreased due to the garage management and other contractual services ($168,520), custodial services ($215,630), and fuel ($979), partially offset by increased office supplies ($3,648). ▪ Capital Construction decreased due to the elimination of the one-time contribution as part of the Ballston Quarter redevelopment and a decrease of available funds for capital constructions projects ($4,631,098). ▪ Debt service increased by $3,329,800 to make final payments to retire revenue bonds. ▪ Revenues decreased by $318,376 due to loss of tenants during mall redevelopment.	
FY 2019	▪ Non-personnel increased primarily due to the garage management and other contractual services ($121,226), repairs and maintenance ($126,000), and materials and supplies ($8,400), partially offset by decreased consultants ($120,000) and signage ($80,000). ▪ Capital Construction decreased due to the planned completion of the garage improvements in FY 2018 ($1,344,044). ▪ Debt service decreased by $4,904,100 after the revenue bonds were redeemed in full on August 1, 2017. ▪ Revenues increased by $1,290,029 due to completion of the mall redevelopment in November 2018 and a planned increase in parking utilization.	
FY 2020	▪ Increase in materials and supplies ($41,600). ▪ Decrease in garage management costs and other contractual services ($33,068).	

Fiscal Year	Description	FTEs
	▪ Capital Construction increased due to ongoing garage improvements as outlined in the Adopted FY 2019 – FY 2028 CIP ($1,000,000). ▪ Property taxes increase $75,050 due to an increase in the property assessment. ▪ Debt service increased by $577,178 due to the first payment of the Series 2017A and Series 2017B Ballston Quarter CDA bonds. A portion of these bonds was issued for improvements to the garage and will be paid from available revenues. ▪ Revenues decreased by $389,700 due to the delayed completion of Ballston Quarter and a phased opening of new restaurants and businesses.	

Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments, the MedStar Capitals Iceplex, and office workers in the Ballston area

Ballston Public Parking Garage – Eighth Level

- Provide parking for the MedStar Capitals Ice Rink and the Ballston Common Mall.
- Revenue from 8th level covers operation and maintenance costs.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed budget for the Ballston Public Parking Garage Eighth Level is $92,841, an eight percent increase from the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Non-personnel expenses increase primarily due to increase in maintenance and repairs ($6,000) and real estate taxes ($1,175).
- ↓ Revenue decreases due to the forecasted decrease in parking ($10,200).

PROGRAM FINANCIAL SUMMARY

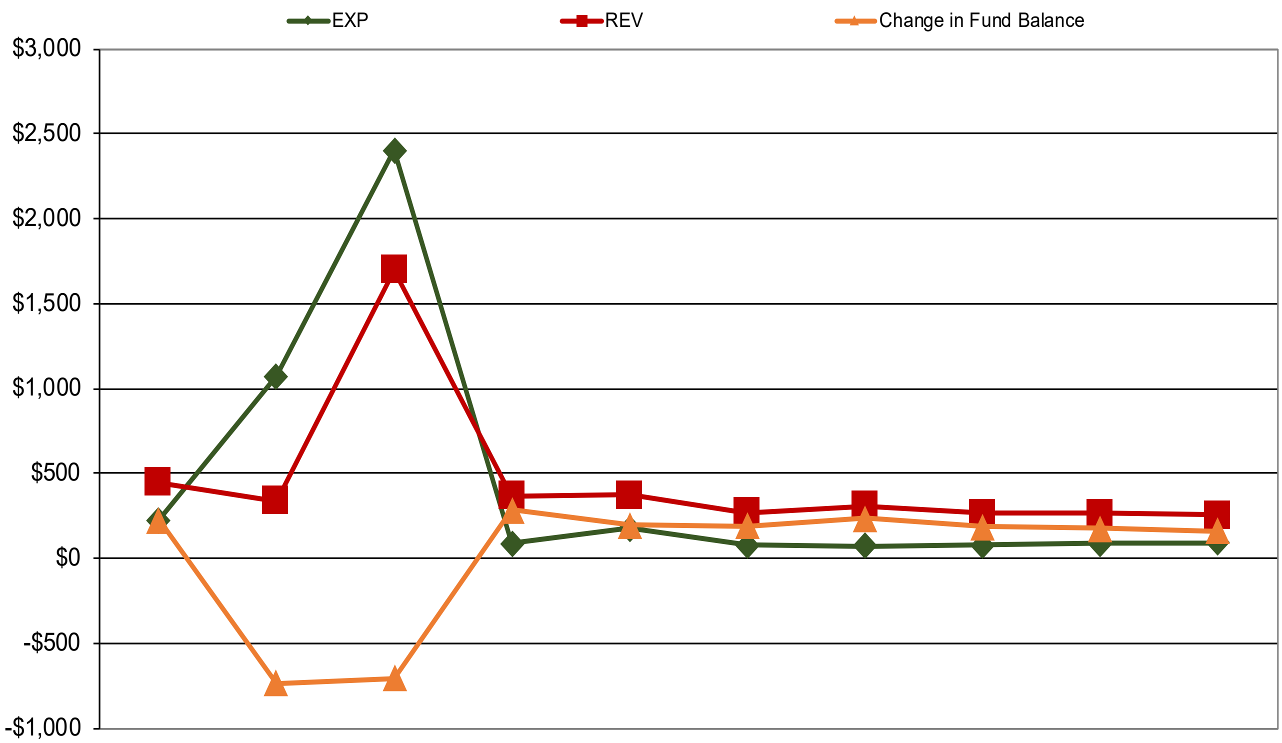
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	-	-
Non-Personnel	$76,692	$85,666	$92,841	8%
Capital Construction	-	-	-	-
Total Expenditures	76,692	85,666	92,841	8%
Fees	263,433	263,400	253,200	-4%
Total Revenues	263,433	263,400	253,200	-4%
Change in Fund Balance	$186,741	$177,734	$160,359	-10%

BALLSTON PUBLIC PARKING GARAGE - EIGHTH LEVEL OPERATING STATEMENT

	FY 2019 ACTUAL	FY2020 ADOPTED	FY2020 RE-ESTIMATE	FY2021 PROPOSED
BALANCE, JULY 1				
Construction Reserve	$1,208,055	$1,380,299	$1,394,796	$1,572,530
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	1,248,055	1,420,299	1,434,796	1,612,530
REVENUE				
Parking Revenue	263,433	263,400	263,400	253,200
TOTAL REVENUE	263,433	263,400	263,400	253,200
TOTAL REVENUE & BALANCE	1,511,488	1,683,699	1,698,196	1,865,730
EXPENSES				
Eighth Level Garage Operations	76,692	85,666	85,666	92,841
Eighth Level Capital Expense	-	-	-	-
TOTAL EXPENSES	76,692	85,666	85,666	92,841
BALANCE, JUNE 30				
Construction Reserve	1,394,796	1,558,033	1,572,530	1,732,889
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	$1,434,796	$1,598,033	$1,612,530	$1,772,889

A portion of the fund balance will be reserved for capital expenses in the garage, and a portion of the balance will be retained as an operating reserve.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$224	$1,072	$2,403	$86	$177	$78	$73	$77	$86	$93
REV	$446	$337	$1,696	$369	$374	$267	$307	$263	$263	$253
Change in Fund Balance	$222	-$735	-$707	$283	$197	$189	$234	$186	$177	$160

Fiscal Year	Description	FTEs
FY 2012	▪ Revenue projections increased by $107,789 based on a proposed parking fee rate increase that was ultimately approved on May 1, 2012.	
FY 2013	▪ Revenue projections decreased ($63,709) in FY 2013 due to planned construction on the eighth level reducing the number of parking spaces available.	
FY 2014	▪ No significant changes.	
FY 2015	▪ Revenue increased due to the completion of garage construction on the 8th Level ($37,768).	
FY 2016	▪ Revenue increased based on revised estimates ($10,080).	
FY 2017	▪ Non-personnel expenses increased due to an increase in the cost of maintenance contract ($14,371) and funds for snow removal ($20,000). ▪ Revenue decreases due to the planned renovation of the mall ($43,276).	
FY 2018	▪ Non-personnel expenses decreased due to the lower cost of contractual services ($31,990) and office supplies ($1,178), partially offset by an increase in custodial supplies ($13,090). ▪ Revenue decreased due to the renovation of the mall ($15,502).	
FY 2019	▪ Non-personnel expenses decreased primarily due to the lower cost of custodial supplies ($3,200). ▪ Decrease in capital construction due to completion of garage repairs and improvements in FY 2018 ($1,000,000). ▪ Revenue increased due to the completion of mall renovations and forecasted increases in parking ($15,000).	
FY 2020	▪ Decrease in cost for custodial supplies ($15,000). ▪ Increase in real estate taxes ($5,400) and garage management and other contractual services ($5,910). ▪ Revenue increased due to completion of mall renovations and forecasted increases in parking ($1,800).	

Our Mission: To set the standard for excellence in public service by providing consistent quality and timely permitting, plan review, and inspection services both in building construction and zoning.

DEVELOPMENT FUND SUMMARY

The fee-supported units that comprise the CPHD Development Fund are the Zoning Division: Zoning Administration, Counter Services, Zoning Enforcement, Zoning Plan Review, and Board of Zoning Appeals; and the following sections of the Inspection Services Division: Construction Permit Administration Services, Construction Field Inspection Services, and Construction Plan Review Services.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the CPHD Development Fund is $24,200,894, a five percent increase over the FY 2020 adopted budget. The FY 2021 proposed budget reflects:

- ↑ Personnel increases primarily due to the addition of the positions noted below, adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, an increase in the County's cost for employee health insurance, partially offset by the transfer of three permit positions to DES General Fund and other adjustments associated with Permit Arlington ($265,798, 3.0 FTEs), and lower retirement contributions based on current actuarial projections.
  - Zoning Administration: The addition of an Associate Planner added during the FY 2019 Closeout process ($127,589, 1.0 FTE) and the addition of a Receptionist position which will be partially funded by DES General Fund ($59,114, 1.0 FTE).
  - Counter Services: The addition of a Customer Experience Manager added during the FY 2019 Closeout process ($100,375, 1.0 FTE) and the addition of a Zoning Technician ($85,841, 1.0 FTE).
  - Board of Zoning Appeals Line of Business: The addition of an Associate Planner ($118,869, 1.0 FTE).
  - Construction Permit Administration Services: The addition of a limited term Human Resources Training Specialist ($125,000, 1.0 FTE) and the addition of a limited term Human Resources Specialist ($60,700, 0.5 FTE).
  - Construction Field Inspection Services: The addition of a Mechanical Inspector ($97,753, 1.0 FTE).
- ↑ Non-personnel increases due to the increase in overhead costs related to General Fund operational support ($291,563), the addition of one-time funding for operating supplies associated with the positions noted above ($5,000), the addition of one-time funding for a vehicle purchase for the Mechanical Inspector noted above ($22,760), the addition of one-time funds to support the Board of Zoning Appeals (BZA) ($100,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($4,819), partially offset by a decrease associated with Permit Arlington ($17,120).
- ↓ Revenue decreases primarily due to projected permit activity ($1,097,896), partially offset by an inflationary increase of 2.5 percent ($508,414), the addition of a Home Occupational Permit fee ($27,682), increases to Sign Permit fees to align fees with the level of review required ($42,231), and adjustments to Building Permit fees to align fees with the level of review required ($365,960).

FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to 21
Personnel	$11,721,936	$13,539,277	$14,296,179	6%
Non-Personnel	6,469,069	9,497,693	9,904,715	4%
Total Expenditures	18,191,004	23,036,970	24,200,894	5%
Fees	18,547,159	26,511,763	26,363,154	-1%
Total Revenues	$18,547,159	$26,511,763	$26,363,154	-1%
Permanent FTEs	106.00	113.00	117.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	106.00	113.00	117.50	

CPHD Development Fund Statement

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Re-estimate	FY 2021 Proposed
ADJUSTED BALANCE, JULY 1				
Contingent Fund Reserve	$5,380,841	$6,628,132	$5,457,301	$6,928,634
Capital Reserve	11,751,353	10,447,789	12,031,048	13,976,031
TOTAL BALANCE	17,132,194	17,075,921	17,488,349	20,904,665
REVENUE				
Fees	18,547,159	26,511,763	26,511,763	26,363,154
TOTAL REVENUE	18,547,159	26,511,763	26,511,763	26,363,154
TOTAL REVENUE & BALANCE	35,679,353	43,587,684	44,000,112	47,267,819
EXPENSES				
Personnel	11,721,936	13,539,277	12,987,213	14,296,179
Non-personnel	6,469,069	9,497,693	10,108,234	9,904,715
TOTAL EXPENSES	18,191,004	23,036,970	23,095,447	24,200,894
BALANCE, JUNE 30	17,488,349	20,550,714	20,904,665	23,066,925
Contingent Fund Reserve	5,457,301	6,165,214	6,928,634	7,260,268
Capital Reserve	12,031,048	14,385,500	13,976,031	15,806,657
TOTAL BALANCE	$17,488,349	$20,550,714	$20,904,665	$23,066,925

- Beginning in FY 2013, the CPHD Development Fund maintains a contingent reserve, which is a 30 percent balance of the total fiscal year's operating budget; this amount is equivalent to three to four months of annual operating expenditures. The CPHD Development Fund is not authorized to spend from this contingent without the County Board's approval.
- The Capital Reserve is a funding source for planned and unanticipated needs that exceed the amount available in the annual operating budget. The multi-year technology and one-time projects utilizing the Capital Reserve monies are: implementation of the County Manager's Permit Arlington initiative which includes replacement of the enterprise-wide permitting system and business process re-engineering; website improvements; creation of a customer service center enhanced case management; and enabling the submission of electronic plans through E-Plan Review.
- In FY 2020, a Future Development Contingency Fund of $300,000 was added to allow for flexibility in planning and development capacities related to Amazon.

ZONING ADMINISTRATION

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Zoning Administration:

- Provides leadership and operational support to the Zoning Division.
- Conducts zoning research and application review leading to issuance of Accessory Dwelling Permits, Family/Caregiver Suite Permits, Dance Hall Permits, Zoning Administrator Determinations and Zoning Compliance Letters.
- Reviews and approves all requests for Administrative Changes for approved site plans and use permits.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases primarily due to the re-organization and transfer out of the positions noted below and lower retirement contributions based on current actuarial projections, partially offset by the addition of an Associate Planner added during the FY 2019 Closeout process ($127,589, 1.0 FTE), the addition of a Receptionist position which will be partially funded by DES General Fund ($59,114, 1.0 FTE), adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance. FY 2021 expenses include the following position changes:
  - Transfer out of a Senior Management Analyst (1.0 FTE), a Management Analyst (1.0 FTE), and Zoning Technicians (7.0 FTEs) to the Counter Services section.
  - Transfer out of a Community Codes Supervisor (1.0 FTE) and six Zoning Inspectors (6.0 FTEs) to the Zoning Enforcement section.
  - Transfer out of a Senior Management Analyst (1.0 FTE), Zoning Plan Reviewers (7.0 FTEs), and a Management Analyst (1.0 FTE) to the Zoning Plan Review section.
  - Transfer out of a Principal Planner (1.0 FTE) to the Board of Zoning Appeals section.
- ↓ Non-personnel decreases primarily due to the transfer out of expense budget to Counter Services ($192,250), Zoning Enforcement ($149,526), Zoning Plan Review ($192,250), and Board of Zoning Appeals (BZA) ($21,360).
- ↑ Revenue increases primarily due to an inflationary increase of 2.5 percent ($60,886), the addition of a Home Occupational Permit fee ($27,682), increases to Sign Permit fees to align fees with the level of review required ($42,231), partially offset by reduced revenue due to anticipated development activity in FY 2021 ($115,744).

ZONING ADMINISTRATION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,590,646	$3,178,328	$928,374	-71%
Non-Personnel	201,699	668,241	111,811	-83%
Total Expenditures	2,792,345	3,846,569	1,040,185	-73%
Fees	2,010,269	2,794,956	2,815,011	1%
Total Revenues	2,010,269	2,794,956	2,815,011	1%
Net Revenue Support	$782,076	$1,051,613	($1,774,826)	-269%
Permanent FTEs	30.00	31.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	30.00	31.00	7.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Zoning compliance letter/determination average turnaround time (days)	N/A	N/A	35	36	38	35
Percentage of accessory dwelling code consultations that resulted in applications	N/A	N/A	43%	27%	65%	80%
Percentage of accessory dwelling code consultations that resulted in applications that were issued permits	N/A	N/A	83%	100%	100%	100%

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of accessory dwelling code consultations	N/A	N/A	14	35	45	48
Number of accessory dwelling permit applications	N/A	N/A	7	12	17	20
Number of accessory dwelling permits issued	5	1	4	11	13	17
Number of Zoning Administrator determinations issued	35	46	43	42	44	47
Number of zoning compliance letters issued	68	71	62	84	85	85
Number of administrative change applications	287	294	253	269	272	270

- All measures with 'N/A' started to be tracked in FY 2018.
- Accessory dwelling code consultations are meetings between staff and residents to discuss regulations and project ideas. Consultations do not always lead to applications. It is anticipated that as a result of changes to regulations in 2019, the number of applications will increase.

COUNTER SERVICES

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Counter Services

The Counter Services section of the Zoning Division provides high-volume front-line customer service to residents, contractors, attorneys, realtors, architects, and developers by:

- Providing information to the public over the phone, in person, and via email regarding the use and development of private property.
- Reviewing building plans and permit requests electronically and/or in hard copy to ensure compliance with use, height, density, placement requirements, and parking ratios to ensure compliance with the County's Zoning Ordinance.
- Receiving, screening, and evaluating sign permits for by-right and comprehensive sign plan projects.
- Processing and reviewing Certificate of Occupancy, Fence, Home Occupation, and Accessory Homestay applications.

SIGNIFICANT BUDGET CHANGES

Due to a re-organization, this is a new line of business in FY 2021.

- Personnel funding includes increases due to employee salary increases, an increase in the County's cost for employee health insurance, the transfer in of the positions noted below, the addition of a Customer Experience Manager added during the FY 2019 Closeout process ($100,375, 1.0 FTE), and the addition of a Zoning Technician ($85,841, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections. FY 2021 expenses include the following position changes:
  - Transfer in of a Senior Management Analyst (1.0 FTE), a Management Analyst (1.0 FTE), and Zoning Technicians (7.0 FTEs) from the Zoning Administration section.
- Non-personnel funding includes the transfer in of expense budget associated with the positions above ($192,250).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$952,925	-
Non-Personnel	-	-	192,250	-
Total Expenditures	-	-	1,145,175	-
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Revenue Support	-	-	$1,145,175	-
Permanent FTEs	-	-	11.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	11.00	

COUNTER SERVICES

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average wait time per customer (minutes)	34	25	29	21	20	20
Number of walk-in customers served	14,302	10,704	10,155	9,931	9,633	9,344
Number of building permits processed	3,584	2,506	2,150	2,171	2,100	2,100
Number of non-building permits processed	1,484	1,207	1,225	1,365	1,406	1,448

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Certificates of Occupancy processed	1,218	1,234	981	1,227	1,288	1,327

- The number of walk-in customers served, permits processed and Certificates of Occupancy processed vary from year to year based on the overall development activity.

ZONING ENFORCEMENT

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Zoning Enforcement
The Zoning Enforcement section ensures fair, diligent, and responsible monitoring and enforcement of the Arlington County Zoning Ordinance. This is done through the investigation of zoning complaint cases, inspections for Certificate of Occupancy, as well as inspections for use permit review and for active site plan projects.

SIGNIFICANT BUDGET CHANGES

Due to a re-organization, this is a new line of business in FY 2021.

- Personnel funding includes employee salary increases, an increase in the County's cost for employee health insurance, and the transfer in of a Community Codes Supervisor (1.0 FTE), and six Zoning Inspectors (6.0 FTEs) from the Zoning Administration section, partially offset by lower retirement contributions based on current actuarial projections.
- Non-personnel funding includes the transfer in of expense budget associated with the positions above ($149,526).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$689,613	-
Non-Personnel	-	-	149,526	-
Total Expenditures	-	-	839,139	-
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Revenue Support	-	-	$839,139	-
Permanent FTEs	-	-	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	7.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of complaint cases	N/A	N/A	N/A	308	320	320
Number of warning notices	N/A	N/A	N/A	64	80	80
Number of violation notices	N/A	N/A	N/A	81	90	90
Number of tickets issued	N/A	44	34	37	30	20

ZONING ENFORCEMENT

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total number of Certificate of Occupancy inspections	N/A	1,411	1,166	1,127	1,150	1,200

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average case duration (days) from open to close	N/A	N/A	N/A	53	50	50
Percentage of cases closed prior to ticket issuance	N/A	N/A	N/A	81%	85%	85%

- The number of complaint cases, number of warning notices and violation notices started to be tracked in FY 2019.
- An increase in the number of warning and violation notices is projected in FY 2020 and FY 2021 due to the anticipation of more proactive accessory homestay and outdoor café inspections.
- The number of tickets issued and the total number of Certificate of Occupancy inspections started to be tracked in FY 2017.

ZONING PLAN REVIEW

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Zoning Plan Review
Zoning Plan review staff, in collaboration with residents, contractors, and developers, review by-right residential and commercial projects, as well as, perform post-implementation project management of site plans and use permits. Zoning Plan Reviewers are responsible for ensuring that new building construction is compliant with the ACZO as well as the specific regulations that apply to the hundreds of site plans and thousands of use permit projects approved by the County Board. The Zoning Plan Review section:

- Reviews building permits plans for new construction, additions, repair, or alterations to existing buildings, for compliance with the Zoning Ordinance.
- Provides post-approval project management for approved site plans and use permits through the construction process.
- Coordinates with staff from the Inspection Services Division, Department of Environmental Services, Real Estate Assessment Office, and Zoning Enforcement staff during the review of site plan building permits to ensure that compliance with County Board approved special exception conditions are fulfilled.

SIGNIFICANT BUDGET CHANGES

Due to a re-organization, this is a new line of business in FY 2021.

- Personnel funding includes employee salary increases, an increase in the County's cost for employee health insurance, the transfer in of a Senior Management Analyst (1.0 FTE), seven Zoning Plan Reviewers (7.0 FTEs), and a Management Analyst (1.0 FTE) from the Zoning Administration section, partially offset by lower retirement contributions based on current actuarial projections.
- Non-personnel funding includes the transfer in of expense budget associated with the positions above ($192,250).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$909,738	-
Non-Personnel	-	-	192,250	-
Total Expenditures	-	-	1,101,988	-
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Revenue Support	-	-	$1,101,988	-
Permanent FTEs	-	-	9.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	9.00	

ZONING PLAN REVIEW

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of by-right building permits reviewed	3,676	3,171	2,904	2,264	2,700	2,700
Number of special exception building permits reviewed (site plan/ use permits)	1,095	1,054	1,190	1,419	1,500	1,500
Percentage of special exception permits reviewed within 21 days	N/A	100%	100%	100%	100%	100%
Percentage of by right building permits reviewed within 15 days	N/A	100%	100%	100%	100%	100%

- The number of by-right building permits reviewed by the plan review team decreased in FY 2019 due to the re-assignment of paper residential additions and alterations to the front counter team to accommodate vacancies in the Plan Review section. It is anticipated that the amount of by-right building permits reviewed will increase in FY 2020 due to those vacancies being filled.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Citizens/groups/contractors/developer meetings attended	N/A	739	842	667	850	850
Percentage of electronically reviewed permits	N/A	N/A	N/A	80%	87%	87%
Percentage of special exception building permits reviewed.	23%	25%	29%	39%	36%	36%

- Building permit data is anticipated to slightly increase in FY 2020 due to commercial building permit activity associated with VA Hospital Center, The Red Cross, the Best Western site and in FY 2021 due to projects such as Metro Park, 1900 Crystal Drive, as well as Pen Place development.

BOARD OF ZONING APPEALS

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Board of Zoning Appeals (BZA)
The BZA is a citizen board appointed by the Circuit Court that has delegated authority to grant certain types of relief from the standards of the zoning ordinance as well as to review and make decisions on zoning variances and appeals. The Board of Zoning Appeals section researches, coordinates and staffs the zoning appeals process.

SIGNIFICANT BUDGET CHANGES

Due to a re-organization, this is a new line of business in FY 2021.

- Personnel funding includes employee salary increases, an increase in the County's cost for employee health insurance, the transfer in of a Principal Planner (1.0 FTE) from the Zoning Administration section, and the addition of an Associate Planner ($118,869, 1.0 FTE), partially offset by lower retirement contributions based on current actuarial projections.
- Non-personnel funding includes the transfer in of expense budget associated with the Principal Planner noted above ($21,360), the addition of one-time funding for operating supplies associated with the Associate Planner noted above ($2,500), and the addition of one-time funds to support the Board of Zoning Appeals (BZA) ($100,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	-	-	$229,173	-
Non-Personnel	-	-	123,860	-
Total Expenditures	-	-	353,033	-
Fees	-	-	-	-
Total Revenues	-	-	-	-
Net Revenue Support	-	-	$353,033	-
Permanent FTEs	-	-	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	2.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of BZA Cases	196	191	166	114	114	114
Cases approved or partially approved	133	118	103	80	80	80
Number of Pre-application meeting	N/A	N/A	30	70	81	85

- The decrease in the total number of cases heard by the BZA in FY 2019, is largely associated with the decrease in cases deferred from a previous month's meeting.
- Pre-application meetings started to be tracked in FY 2018.

BOARD OF ZONING APPEALS

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
BZA Use Permits	126	118	88	78	78	78
BZA Variances	20	22	19	15	15	15
BZA Appeals	7	5	2	3	3	3
Carryover Cases	43	46	57	18	18	18

- The decrease in BZA variances in FY 2019 is due to an amendment in the Zoning Ordinance allowing the use of the permit process instead of requiring a variance for certain types of additions to non-conforming two-family dwellings.
- The increase in the amount of carryover cases in FY 2018 is due to Zoning staffing vacancies. The number of carryover cases decreased in FY 2019 and is anticipated to maintain at that level for FY 2020 and FY 2021 due to the hiring of staff in the Board of Zoning Appeals section.

CONSTRUCTION PERMIT ADMINISTRATION SERVICES

PROGRAM MISSION

To educate, inform, and support residents, contractors, and constituents with information and support regarding permits for construction activity within the County, and to ensure the Virginia Uniform Statewide Building Code (VUSBC) requirements are met.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the addition of a limited term Human Resources Training Specialist ($125,000, 1.0 FTE), the addition of a limited term Human Resources Specialist ($60,700, 0.5 FTE), adjustments to salaries resulting from job family studies for trades and planners, employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by the transfer out of three permit positions to DES General Fund and other adjustments associated with Permit Arlington ($265,798, 3.0 FTEs), and lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to an increase in overhead costs related to the General Fund operational support ($291,563), partially offset by a decrease associated with Permit Arlington ($17,120).
- ↓ Revenue decreases due to the anticipated development activity in FY 2021 ($982,152), partially offset by an inflationary increase of 2.5 percent ($447,528) and adjustments to Building Permit fees to align fees with the level of review required ($365,960).
- ▪ Inspection Services Division (ISD) revenues for FY 2019, FY 2020, and FY 2021 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$3,573,113	$4,045,912	$4,126,728	2%
Non-Personnel	5,282,780	8,317,697	8,592,140	3%
Total Expenditures	8,855,893	12,363,609	12,718,868	3%
Fees	9,994,124	16,890,015	16,545,637	-2%
Total Revenues	$9,994,124	$16,890,015	$16,545,637	-2%
Net Revenue Support	($1,138,231)	($4,526,406)	($3,826,769)	-15%
Permanent FTEs	29.00	33.00	31.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	29.00	33.00	31.50	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of construction permits issued	15,874	16,822	15,468	16,975	15,500	15,500
Number of customers served at the customer kiosk	24,980	28,640	25,051	27,549	22,000	22,000
Square footage of permits (millions)	11.2	12.7	10.3	9.2	11.0	11.0

CONSTRUCTION PERMIT ADMINISTRATION SERVICES

- The number of construction permits issued per year varies due to the amount of services needed. The increase in FY 2019 is due to the actual number of construction projects and their permitting requirements. The number of permits issued is anticipated to decrease in FY 2020 and FY 2021 while the square footage and estimated building value (below) increases, due to the size of the projects in the developmental pipeline and their anticipated permitting needs.
- The number of customers served at the kiosk increased in FY 2019 due to increases in the volume of construction work and the number of permits issued. It is anticipated to decrease in FY 2020 and FY 2021 with an increased usage of the e-plan process.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Estimated building value	$1.4 Billion	$1 Billion	$1.3 Billion	1.1 Billion	$1.2 Billion	$1.2 Billion
Number of inspections scheduled through the Interactive Voice Response (IVR) System	15,713	16,089	12,478	13,968	13,000	13,000
Number of inspections scheduled through the website	24,070	24,444	26,301	29,946	32,000	30,000

CONSTRUCTION FIELD INSPECTION SERVICES

PROGRAM MISSION

To safeguard public health, safety, and welfare by enforcing State-mandated construction codes by inspecting buildings under construction.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to the transfer in of a Permit Processing Specialist (1.0 FTE) from Construction Plan Review Services, the addition of a Mechanical Inspector ($97,753, 1.0 FTE), employee salary increases, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($6,146) and the addition of one-time funds for the purchase of a vehicle and operating supplies for the Mechanical Inspector noted above ($25,260).
- ▪ Inspection Services Division (ISD) revenues for FY 2019, FY 2020, and FY 2021 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,925,697	$3,150,392	$3,390,593	8%
Non-Personnel	924,915	300,439	331,845	10%
Total Expenditures	3,850,612	3,450,831	3,722,438	8%
Fees	3,850,612	3,450,831	3,722,438	8%
Total Revenues	$3,850,612	$3,450,831	$3,722,438	8%
Permanent FTEs	26.00	27.00	29.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	26.00	27.00	29.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of daily inspections by inspector	7	10	10	10	10	10
Percent of all inspections completed on the day scheduled	99%	99%	99%	99%	100%	100%
Total number of inspections conducted	42,507	39,749	62,247	67,562	65,000	65,000

- The total number of inspections conducted varies from year to year due to several factors including the type of inspections required by the building, the building's complexity and height, and the volume of construction in a given year.

CONSTRUCTION FIELD INSPECTION SERVICES

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of inspections approved - residential and commercial	69%	73%	95%	74%	75%	75%

CONSTRUCTION PLAN REVIEW SERVICES

PROGRAM MISSION

To ensure building construction documents meet adopted code requirements and support public health, safety, and welfare.

SIGNIFICANT BUDGET CHANGES

- ↓ Personnel decreases due to the transfer out of a Permit Processing Specialist (1.0 FTE) to Construction Field Inspection Services, adjustments to reflect actual salaries, and lower retirement contributions based on current actuarial projections, partially offset by employee salary increases and an increase in the County's cost for employee health insurance.
- Inspection Services Division revenues for FY 2019, FY 2020, and FY 2021 have been allocated to show full cost recovery in Construction Field Inspection Services and Construction Plan Review Services, with the remaining revenues allocated to Construction Permit Administration Services.

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$2,632,479	$3,164,645	$3,069,035	-3%
Non-Personnel	59,675	211,316	211,033	-
Total Expenditures	2,692,154	3,375,961	3,280,068	-3%
Fees	2,692,154	3,375,961	3,280,068	-3%
Total Revenues	$2,692,154	$3,375,961	$3,280,068	-3%
Permanent FTEs	21.00	22.00	21.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	21.00	22.00	21.00	

PERFORMANCE MEASURES

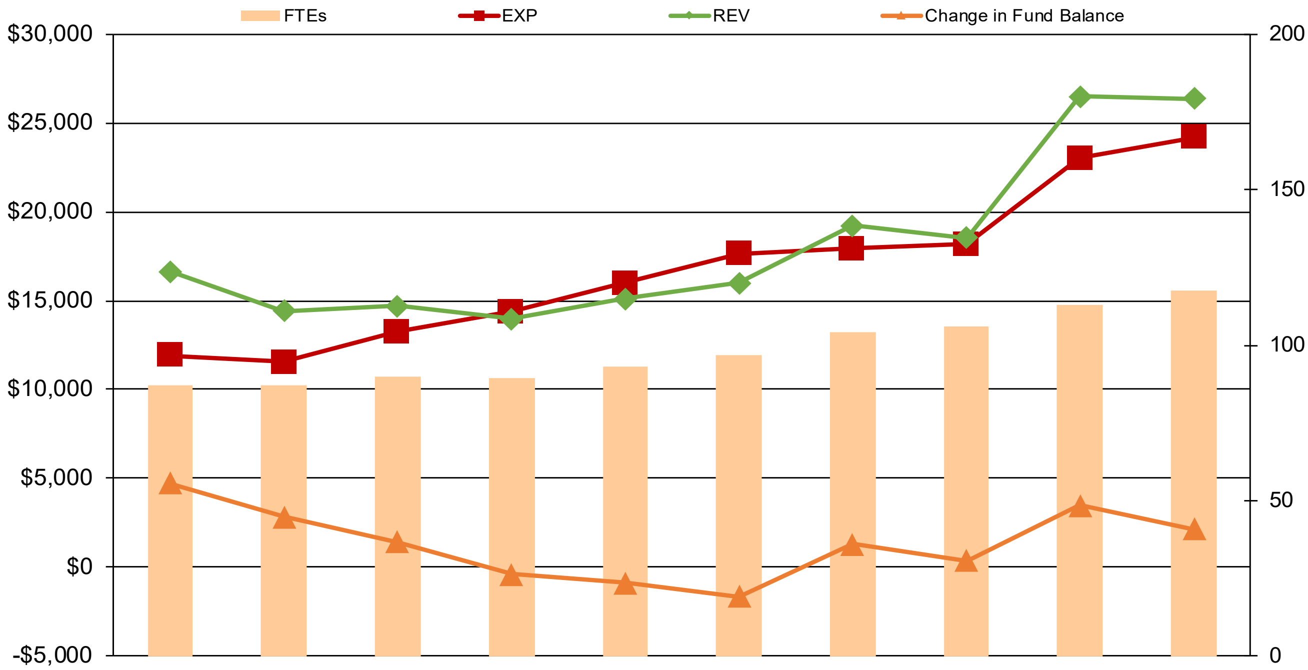
Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of days in ISD for first time plan review for Commercial Fast Track	N/A	N/A	N/A	N/A	2	2
Average number of days in ISD for first time plan review for new commercial buildings	N/A	N/A	N/A	N/A	15	15
Average number of days in ISD for first time plan review for new residential buildings	N/A	N/A	N/A	N/A	10	10
Average number of days in ISD to permit issuance for Commercial Fast Track	N/A	N/A	N/A	N/A	14	14

CONSTRUCTION PLAN REVIEW SERVICES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of days in ISD to permit issuance for new commercial buildings	N/A	N/A	N/A	N/A	75	75
Average number of days in ISD to permit issuance for new residential buildings	N/A	N/A	N/A	N/A	50	40

- The County implemented on-line plan review services ("ePlan review") for commercial and residential projects that require plan review before the issuance of a permit. Beginning in FY 2020, these measures will be reported as performance measures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$11,902	$11,564	$13,258	$14,376	$15,984	$17,663	$17,936	$18,191	$23,037	$24,201
REV	$16,627	$14,415	$14,695	$13,990	$15,095	$16,014	$19,226	$18,547	$26,512	$26,363
Change in Fund Balance	$4,725	$2,851	$1,437	-$386	-$889	-$1,649	$1,290	$356	$3,475	$2,162
FTEs	87.00	87.00	90.00	89.50	93.00	97.00	104.00	106.00	113.00	117.50

Fiscal Year	Description	FTEs
FY 2012	▪ Revenue increased based on a projected increase in permitting activity. There were no fee increases for FY 2012.	
FY 2013	▪ Increased personnel costs to support the cost of a Fire Department Inspector position for site plan reviews ($103,768). The FTE for the position is in the Fire Department. ▪ Increased payment to the County that covers internal services provided by County staff ($241,900). ▪ Increased building rent for the 10th floor of Courthouse Plaza ($43,630). ▪ Revenue increased based on a projected increase in permitting activity ($569,300). There are no fee increases in FY 2013.	
FY 2014	▪ Increased personnel costs due to the addition of a Sign Coordinator position ($106,020), a Zoning Plan Reviewer position ($84,169), and a Business Systems Analyst position ($102,737). ▪ Non-personnel expenditures decreased due to the following items: reduction in consultant services ($210,000), elimination of the contingent funding ($210,000), reduction in other non-personnel costs to reflect actual spending ($167,000), partially offset by an increase in building rent for the 10th floor of Courthouse Plaza ($130,588). ▪ Revenue decreased based on three fee reductions: the automation fee decreases from ten to five percent ($590,920), the permitting fees for residential construction and residential additions to one-and two-family buildings decreased by $0.05 per square foot from $0.54 to $0.49 per square foot ($79,071), and the minimum permit fee and application filing fee for new construction, alteration and addition to one-and two-family residential buildings decreased by $25 from $92 per application to $57 per application ($76,950). These three fee changes also reduced the amount of indirect cost revenue ($23,404). The reduction in revenue from these fee changes is partially offset by a projected increase in permitting activity ($570,000).	3.0
FY 2015	▪ Transferred a Business Systems Analyst from the CPHD General Fund ($72,110). ▪ Converted an Elevator Inspector ($106,910) as well as position reclassification savings ($43,090) to contractual services for the elevator inspection program. ▪ Increased building rent for the 10th floor of Courthouse Plaza ($13,643). ▪ Reduced annual expense for maintenance and replacement of County vehicles ($927).	0.5 (1.0)

Fiscal Year	Description	FTEs
FY 2016	▪ Transferred a Business Systems Analyst from the CPHD General Fund ($72,739).	0.5
	▪ Added a Plan Reviewer ($84,711), Records Technician ($74,079), and a Zoning Planner ($79,382).	3.0
	▪ Added $83,000 for Zoning related expense in the Office of the County Attorney for an Assistant County Attorney.	
	▪ Non-personnel expenses increased for consulting expenses ($18,297) and for the ongoing costs of records management and scanning ($225,000).	
	▪ Revenue increased due to projected increase in permitting activity ($1,202,541). There are no fee increases for FY 2016.	
FY 2017	▪ Expenses increased due to One-Stop Arlington including implementation of a new business permitting system, project management, system support, space reconfiguration, and the addition of four limited term positions ($3,986,042).	4.0
	▪ Non-personnel increased for adjustments to rent costs associated with the tenth floor office space ($30,193).	
FY 2018	▪ Added an Associate Planner position to serve as the Assistant Counter Services Manager in Zoning Administration ($124,686).	1.0
	▪ Added a Principal Planner to serve as the Zoning Administrative Supervisor in Zoning Administration ($141,730).	1.0
	▪ Added positions related to One Stop Arlington including: Production Support Manager ($148,500), GIS Systems Administrator ($155,997), two Help Desk support positions for the second half of FY 2018 (141,730). Changes include a conversion of a limited term Assistant Permit Processing Manager position to a full-time position.	4.0
	▪ Transferred a Communications Specialist II ($147,770) from the Business Operations Division to the Permits Administration Division in the Development Fund.	1.0
	▪ Non-personnel decreased due to the removal of one-time costs associated with the implementation of the business permitting system as part of the One-Stop Arlington Initiative ($949,250), and adjustments to the annual expense for maintenance and replacement of County vehicles ($13,928). The decrease is partially offset by non-personnel increases for adjustments to rent costs associated with the 10th floor office space ($63,832) and indirect costs related to General fund operational support ($62,134).	
	▪ Revenue increased due to the creation of a new permit type for Accessory Homestay home occupation at a rate of $60 per application ($29,452) and increased utilization of fund balance to cover projected expenses ($282,662).	

Fiscal Year	Description	FTEs
FY 2019	▪ Transferred in a position from the Department of Human Services for the creation of Program Manager position in the Construction Permit Administration section to support the One Stop Arlington initiative ($173,478).	1.0
	▪ Added a Mechanical Code Inspector position in Construction Field Inspection Services ($82,954).	1.0
	▪ Added a Permit Processing Specialist in the Inspection Services Division ($71,481).	1.0
	▪ Transferred out an Assistant Permit Administration Manager to the Department of Environmental Services ($106,037).	(1.0)
	▪ Personnel expenses also reflect an adjustment to account for savings due to staff vacancies and turnover ($254,493).	
	▪ Non-personnel increased due to the increase of one-time costs associated with the implementation of the enterprise permitting system as part of the One-Stop Arlington initiative ($810,284), increases to overhead costs related to General Fund operational support ($391,087), and non-personnel funds added for the Mechanical Code Inspector and Permit Processing Specialist positions ($26,900). The increase is partially offset by adjustments to rent costs associated with the 10th floor office space ($131,479) and adjustments to the annual expense for maintenance and replacement of County vehicles ($49,523).	
	▪ Revenue increased primarily due to the application of an Employment Cost Index increase of 2.5 percent to all existing fees ($309,252) and increasing the existing Automation Enhancement Surcharge from five to 10 percent based upon the successful implementation of the first phase of the One-Stop Arlington on-line permitting system ($316,983).	
FY 2020	▪ Eliminated a Deputy Building Official ($198,829).	(1.0)
	▪ Added positions due to an anticipated increase in development activity and ancillary development activity associated with Amazon, including a:	
	○ Zoning Plan Reviewer in the Zoning Division ($90,000), and a	1.0
	○ Fire Protection Engineer in the Construction Plan Review Servies Division ($125,000).	1.0
	▪ Transferred in three Code Enforcement positions from the CPHD General Fund to the Construction Permit Administration Services Division ($401,395).	3.0
	▪ Added a Business System Analyst in the Construction Permit Administration Services Division ($101,131).	1.0
	▪ Added a Permit Processing Specialist in the Construction Permit Administration Services Division ($75,322).	1.0
	▪ Added a Fire Inspector in the Construction Field Inspection Services Division ($116,896).	1.0

Fiscal Year	Description	FTEs
	▪ Personnel increased due to adjustments to overstrength positions associated with Permit Arlington ($84,492).	
	▪ Added non-personnel funding for a Future Development Contingency Fund that will allow for flexibility in planning and development capacities related to Amazon ($300,000).	
	▪ Added overhead costs related to General Fund operational support ($170,529), operating expenses associated with new position adds ($29,000), and increased rent associated with the 10th floor office space ($16,798).	
	▪ Reduced non-personnel budget for Permit Arlington ($148,626).	
	▪ Reduced the annual expense for maintenance and replacement of County vehicles ($7,428).	
	▪ *As part of FY 2019 closeout, the County Board approved the addition of an Associate Planner ($127,589) and a Customer Experience Manager ($100,375) in the Zoning Division.*	*2.0*

Our Mission: To ensure that safe, energy-efficient, and environmentally friendly vehicles are available to agency staff to accomplish their work/missions

The Automotive Equipment Fund provides cost efficient and environmentally sound management support services for the vehicle fleet of Arlington County. These support services include procurement of vehicles, repair and maintenance, fuel and alternative fuels, repair parts inventory, and disposal.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Environmental Services' (DES) Automotive Equipment Fund is $18,574,340, a four percent increase from the FY 2020 adopted budget. The FY 2021 budget reflects:

- ↑ Personnel increases due to employee salary increases, an adjustment that accounts for the compensation study for trades/planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Vehicle addition expenses decrease due to the removal of one-time funding added in FY 2020 for the addition of a vehicle in the Utilities Fund ($56,740), partially offset by the addition of one-time funds for a vehicle purchase to support a new position added in the Facilities Management Bureau with the opening of the Lubber Run Recreation Center ($30,000).
- ↑ Vehicle replacement expenses increase primarily due to the current rental book replacement schedule and the addition of a vehicle to support a new position added in the DES Facilities Management Bureau ($44,224).
- ↑ Lease purchases increases due to higher payments for the lease of the Fire Apparatuses ($236,091).
- ↑ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($870,091), partially offset by a decrease in revenue transferred in from other funds based on the change in vehicle additions noted above ($17,000).

FUND FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$6,159,602	$6,360,135	$6,736,501	6%
Non-Personnel	2,654,164	2,936,104	2,936,385	-
Accident Repairs	313,323	291,200	291,200	-
Additions	27,152	56,740	30,000	-47%
Replacement	10,137,661	6,964,332	7,008,556	1%
Transfer to General Fund and School	3,363,663	-	-	-
Lease Purchase	1,076,972	1,205,607	1,441,698	20%
Subtotal	23,732,537	17,814,118	18,444,340	4%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Net Expenditures	23,862,537	17,944,118	18,574,340	4%
County & School Revenues	17,155,762	17,374,974	18,245,065	5%
Sales of Surplus Equipment	1,920,867	300,000	300,000	-
Miscellaneous Revenues	-	61,000	61,000	-
Transfer from General Fund	-	-	30,000	-
Transfer from Utilities Fund	-	47,000	-	-100%
Total Revenues	19,076,629	17,782,974	18,636,065	5%
Change in Fund Balance	($4,785,908)	($161,144)	$61,725	-138%
Permanent FTEs	63.00	60.00	60.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	63.00	60.00	60.00	

AUTOMOTIVE EQUIPMENT FUND: FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1	**$13,436,089**	**$11,022,051**	**$8,650,182**	**$3,557,084**
OPERATING RECEIPTS				
Maintenance/Operating Rental Book	5,763,666	5,470,398	5,470,398	5,515,936
Other Maintenance - Non Rental Book	438,618	400,000	400,000	400,000
Temporary Loan Vehicles	-	130,000	130,000	130,000
Schools Maint./ Operating	2,021,099	2,107,029	2,107,029	2,740,687
Other Maintenance - Non Rental Book Schools	86,646	120,000	120,000	120,000
Subrogation Revenues	-	60,000	60,000	60,000
Miscellaneous	-	1,000	1,000	1,000
CAPITAL RECEIPTS				
County Fleet Replacement & Lease Purchase	7,360,603	7,460,604	7,460,604	7,622,891
Schools Replacement	1,485,130	1,686,943	1,686,943	1,715,551
Sales of Surplus Equipment	1,920,868	300,000	300,000	300,000
TOTAL RECEIPTS	**19,076,630**	**17,735,974**	**17,735,974**	**18,606,065**
OTHER FINANCING SOURCES				
Transfers in from General Fund	-	-	-	30,000
Transfers in from Other Funds	-	47,000	47,000	-
Transfers in from General Capital Fund	-	-	4,925,000	-
TOTAL TRANSFERS IN	**-**	**47,000**	**4,972,000**	**30,000**
TOTAL RECEIPTS AND TRANSFERS IN	**19,076,630**	**17,782,974**	**22,707,974**	**18,636,065**
TOTAL BALANCE, CAPITAL RESERVE, RECEIPTS AND TRANSFERS IN	**32,512,719**	**28,805,025**	**31,358,156**	**22,193,149**
OPERATING EXPENSES				
Administration, Maintenance	7,144,989	7,169,720	7,169,720	7,399,281
Schools	1,982,099	2,417,719	2,417,719	2,564,805
Subtotal	**9,127,088**	**9,587,439**	**9,587,439**	**9,964,086**
CAPITAL EXPENSES				
Encumbrance/ Incomplete Projects	-	-	4,931,964	-
Transfer In from General Capital Fund	-	-	4,925,000	-
Replacements to Fleet (County)	8,550,114	5,871,712	5,871,712	5,530,093
Replacements to Fleet (Schools)	1,587,548	1,092,610	1,092,610	1,478,463
Additions to Fleet	27,152	56,740	56,740	30,000
Lease Purchase	1,076,972	1,205,607	1,205,607	1,441,698
Subtotal	**11,241,786**	**8,226,669**	**18,083,633**	**8,480,254**
TOTAL EXPENSES	**20,368,874**	**17,814,108**	**27,671,072**	**18,444,340**
Transfer Out to Fund 101	2,621,686	-	-	-
Transfer Out to School Operating	741,977	-	-	-
Transfer to General Fund - Insurance	130,000	130,000	130,000	130,000
TOTAL TRANSFERS	**3,493,663**	**130,000**	**130,000**	**130,000**
TOTAL OPERATING EXPENSES AND TRANSFERS OUT	**23,862,537**	**17,944,108**	**27,801,072**	**18,574,340**
BALANCE, JUNE 30	**$8,650,182**	**$10,860,917**	**$3,557,084**	**$3,618,809**

Note: Fund Balance is reserved for financing encumbrances and incomplete projects carried over from the previous fiscal year.

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

PROGRAM MISSION

To ensure that safe, efficient, and environmentally friendly vehicles are available to County staff to accomplish their missions by providing timely fleet support services including:

- Replace vehicles and equipment on time and within budget.
- Evaluate and manage the environmental impact of the County's fleet of vehicles and equipment in line with the County's sustainability goals.
- Provide timely and optimal maintenance and repair services to the County's fleet of vehicles and equipment.
- Manage the stock room to ensure needed parts are available and the stock levels are optimal.
- Manage contracts with commercial providers for out-sourced functions such as body, glass and transmission repair, and major overhauls.
- Ensure quality fuels, lubricants, and other bulk items are acquired and dispensed appropriately.
- Dispose of surplus vehicles and equipment to maximize the return to the County.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to lower contractual services ($73,353) and internal services ($25,196), partially offset by an increase in materials and supplies ($71,353).
- ↓ Vehicle replacement expenses decrease primarily due to the current rental book replacement schedule ($341,619), partially offset by an increase in Lease Purchase expenses ($236,091).
- ↓ Vehicle addition expenses decrease primarily due to the removal of one-time funding added in FY 2020 for the addition of a vehicle in the Utilities Fund ($56,740), partially offset by the addition of one-time funds for a vehicle purchase to support a new position added in the Facilities Management Bureau with the opening of the Lubber Run Recreation Center ($30,000).
- ↑ Revenue increases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($207,825) and a transfer from the General Fund for a vehicle addition ($30,000), partially offset by a decrease in transfer from Utilities Fund ($47,000).

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$5,156,587	$4,957,779	$5,214,536	5%
Non-Personnel	1,698,959	1,920,741	1,893,545	-1%
Accident Repair	289,445	291,200	291,200	-
Additions	27,152	56,740	30,000	-47%
Replacements & Lease Purchase	9,627,085	7,077,319	6,971,791	-1%
Subtotal	16,799,228	14,303,779	14,401,072	1%
Transfer Out To General Fund	2,621,686	-	-	-
Disb School Operating	741,977	-	-	-
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Expenditures	20,292,891	14,433,779	14,531,072	1%
County Revenue	13,562,887	13,461,002	13,668,827	2%
Sales of Surplus Equipment	1,627,222	300,000	300,000	-
Miscellaneous & Subrogation Revenues	-	61,000	61,000	-
Transfer from General Fund	-	-	30,000	-
Transfer from Utilities Fund	-	47,000	-	-100%
Total Revenues	15,190,109	13,869,002	14,059,827	1%
Change in Fund Balance	($5,102,782)	($564,777)	($471,245)	-17%
Permanent FTEs	49.00	46.00	46.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	49.00	46.00	46.00	

PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average Annual Heavy Vehicle Downtime	16%	14%	11%	16%	12%	12%
Average Annual Light Vehicle Downtime	4%	3%	3%	3%	3%	3%
Inventory Accuracy (%)	98%	99%	97%	91%	96%	95%
Inventory Managed ($)	$653,630	$688,287	$724,213	$675,132	$700,000	$700,000
Gasoline Used (Thousand gallons)	473	515	530	464	512	500
Light Vehicle Average Maintenance and Repair Cost	$4,666	$4,337	$4,372	$3,956	$3,777	$4,009
Heavy Truck Average Maintenance & Repair Cost	$11,601	$11,956	$11,477	$9,008	$9,437	$9,565
Ultra Low Sulfer Diesel Used (Thousand gallons)	681	665	668	658	594	600

- Average maintenance costs for Heavy Truck and Light Vehicle maintenance is based on a four-year rolling average. Costs in FY 2016 through FY 2018 included higher than average

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

maintenance costs on specialized vehicles. In FY 2019, the maintenance cost decreased with a slight increase estimated in FY 2020 and FY 2021.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Electric Light Vehicles in Fleet	2	4	4	7	9	37
Heavy Vehicles in Fleet	206	204	210	210	202	195
Hybrid Light Vehicles in Fleet	118	127	120	112	112	107

- In FY 2021, the number of electric light vehicles is expected to increase as the County is actively pursuing replacement of 28 sedans with Nissan Leafs. This purchase is an important step that will support the Community Energy Plan (CEP), adopted in September by the County Board. The CEP included the goal of electrifying the fleet.

SCHOOL FLEET REPAIR SECTION

PROGRAM MISSION

To provide Arlington County School Transportation with safe, reliable transportation to and from schools and school-related activities.

- Provide timely inspection, maintenance, and repair services to the Arlington Public School (APS) fleet.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and adjustments to salaries resulting from job family studies for trades and planners, partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increase due to increases in inter-departmental charges to Schools ($27,477).
- ↑ Motor Vehicles-Replacements increases due to the number and configuration of vehicles replaced based on mileage, condition, age, and departmental needs ($385,853).
- ↑ Revenue increases due to adjustments to the charges for maintenance and replacement of vehicles ($662,266).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$1,003,015	$1,402,356	$1,521,965	9%
Non-Personnel	955,205	1,015,363	1,042,840	3%
Accident Repairs	23,878	-	-	-
Replacements	1,587,548	1,092,610	1,478,463	35%
Additions to Fleet	-	-	-	-
Total Expenditures	3,569,646	3,510,329	4,043,268	15%
School Revenue	3,592,875	3,913,972	4,576,238	17%
Sale of Suplus Equipment	293,646	-	-	-
Total Revenues	3,886,521	$3,913,972	4,576,238	17%
Change in Fund Balance	$316,875	$403,643	$532,970	32%
Permanent FTEs	14.00	14.00	14.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	14.00	14.00	14.00	

SCHOOL FLEET REPAIR SECTION

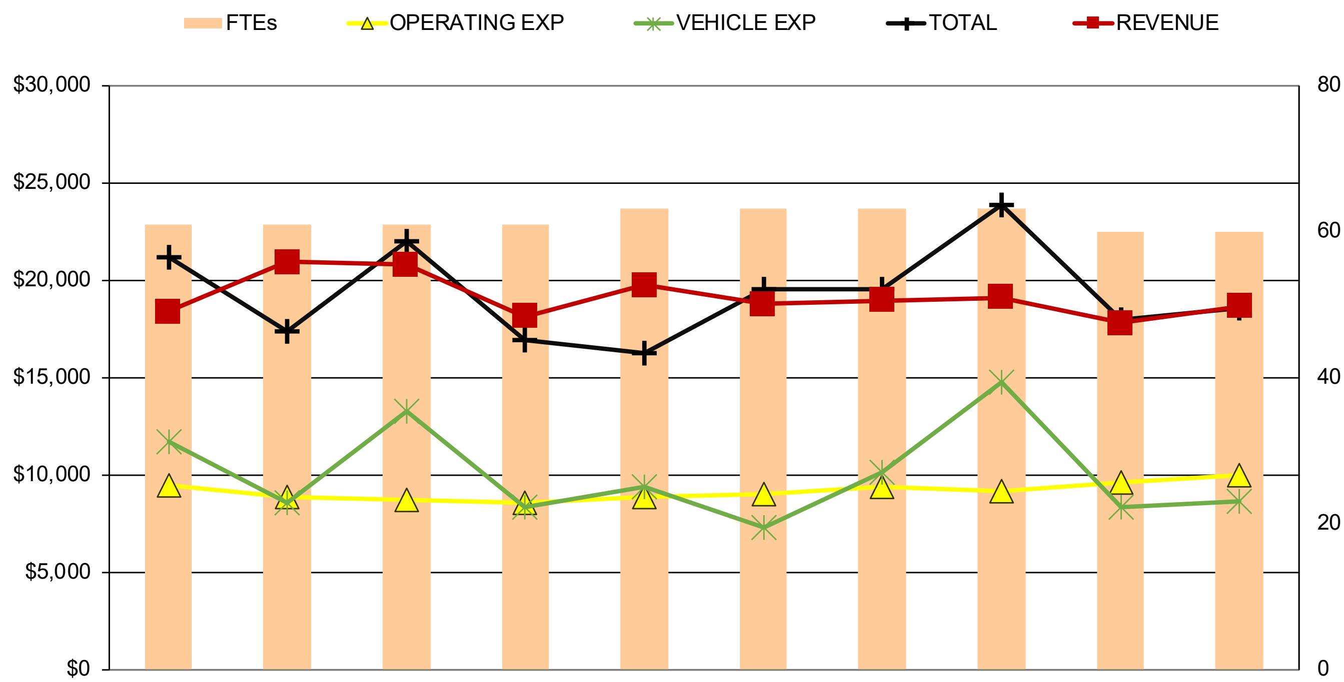
PERFORMANCE MEASURES

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Buses Average Annual Maintenance & Repair	$11,300	$9,221	$8,973	$8,509	$8,081	$8,273
Buses Serviced	165	174	177	177	188	202

- Arlington County Public Schools continues to add newer buses to its fleet as it has over the last several years. Overall, this is causing a slight decrease in maintenance costs for the bus fleet as compared to previous years.
- Partnering with Dominion Energy, Arlington Public Schools will procure two electric 77-passenger school buses at the same price as diesel buses. This initiative will benefit our environment, our communities, and our schools.

Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average Annual Bus Downtime	14%	11%	7%	6%	5%	5%

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
OPERATING EXP	$9,431	$8,832	$8,716	$8,558	$8,825	$8,964	$9,393	$9,127	$9,587	$9,964
VEHICLE EXP	$11,698	$8,533	$13,239	$8,333	$9,359	$7,265	$10,127	$14,735	$8,357	$8,610
TOTAL	$21,129	$17,365	$21,955	$16,891	$16,229	$19,520	$19,520	$23,862	$17,944	$18,574
REVENUE	$18,398	$20,907	$20,760	$18,117	$19,742	$18,755	$18,945	$19,077	$17,783	$18,636
FTEs	61.00	61.00	61.00	61.00	63.00	63.00	63.00	63.00	60.00	60.00

Fiscal Year	Description	FTEs

FY 2012

- Non-personnel expenses increased due to repair/renovation of the vehicle service lifts ($256,000), increases in materials and supplies ($83,600), contractual services ($27,958), and internal services ($917), partially offset by the decrease in operating equipment ($40,000).
- Additions and the transfer from the General Fund increased for the purchase of new vehicles for the conversion of HVAC maintenance from contract to County staff in the Department of Environmental Services (3 vehicles: $104,145), additional fire protection systems inspectors in the Fire Department (1 vehicle: $28,830), and staffing reallocated within the Department of Environmental Services for maintenance of new/remodeled facilities (1 vehicle: $38,399).
- Replacement expenses increased ($983,690) due to unit cost increases in vehicle replacements, adjustments in vehicle configurations, parts and labor. The number of units being replaced increased from the prior year due to meeting mileage and age criteria, as well as the replacement of units which were part of the planned purchase delay in FY 2011. Included in this increase is the lease purchase of a fire vehicle ($213,233).
- Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($699,618) and new vehicles being added to the fleet ($171,374).
- The one-time transfer credit in FY 2011 to the General Fund ($375,000) was eliminated in FY 2012.

FY 2013

- Non-personnel expenses decreased due to reductions in building repairs for the FY 2012 replacement of the vehicle service lifts ($100,000).
- Additions expenses increased ($331,126) from FY 2012 for new vehicles being added to the County fleet for the additional water crew being added in the Utility Fund for FY 2013.
- Replacement expenses increase ($535,537) primarily due to a greater number of School buses being replaced in FY 2013 than in the prior fiscal year ($986,899), which is partially offset by fewer County vehicles being scheduled for replacement in FY 2013 ($451,362). The FY 2012 budget included replacement of County vehicles that were part of the one-time planned purchase delay in FY 2011 in addition to the normally scheduled replacements.
- Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($203,217), adjustments to Schools for the maintenance and replacement of the School fleet ($469,411), and for new vehicles being added to the fleet for the Utility Fund ($331,126).

FY 2014

- Replacement expenses increased due to the off-cycle lease purchase of fire equipment (two heavy rescue units, one loader and four pumpers)

Fiscal Year	Description	FTEs
	($1,980,953). ▪ Revenues increased due to new vehicle purchases funded through lease purchase ($1,842,205) and for the charges to other departments for the maintenance and replacement of County and School vehicles ($1,326,348). ▪ Additions expense and the related transfer from other funds both decreased since there are no additions to the fleet funded in the Automotive Equipment Fund ($502,500).	
FY 2015	▪ Additions expense and the related transfer from the General Fund increased for the purchase of a new vehicle for the DES ($42,000). ▪ Replacement expenses decreased due to the number of configuration of vehicles slated to be replaced in FY 2015 ($1,954,202). ▪ Revenues decreased due to there being no lease proceeds ($1,842,205). ▪ Revenues decreased from charges to other departments for the maintenance and replacement of County vehicles ($230,097).	
FY 2016	▪ The County Board added two Auto Mechanic positions for maintenance of school buses needed for APS.	2.0
	▪ The County Board reduced the size of the County's vehicle fleet across departments, resulting in a decrease in revenue to the Auto fund ($50,000). ▪ Addition to fleet expense and the related transfer from the Utilities Fund increased for the purchase of two new vehicles for DES ($100,624), offset by the removal of the cost of the purchase of a new vehicle for DES in FY 2015 ($42,000). ▪ Lease purchase expense increased ($223,422), partially offset by replacement expense decreases due to the number of configuration of vehicles slated to be replaced in FY 2016 ($135,682). ▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($1,012,251).	
FY 2017	▪ Additions to fleet expense and the related transfer from the Utilities Fund decrease for the purchase of two new vehicles for the DES, which occurred in FY 2016 ($100,624). ▪ Revenues decreased from charges to other departments for the maintenance and replacement of County vehicles ($341,969). ▪ Replacement expenses increased due to the number and configuration of vehicles slated to be replaced in FY 2017 ($995,357).	
FY 2018	▪ Additions expense increased due to the purchase of vehicles for DES' Streetlights program and a new Construction Manager in Water, Sewer, and Streets ($185,835). ▪ Transfer from other funds increased due to transfers from the General Fund ($156,835) and the General Capital Projects Fund ($29,000) for the purchase of additions to the fleet. ▪ Vehicle replacement expenses decreased ($1,503,879) relative to the number	

Fiscal Year	Description	FTEs
	and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.	
FY 2019	▪ Non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles ($26,112). ▪ Vehicle replacement expenses increased ($668,818), partially offset by a decrease ($251,411) in Lease Purchase expenses. ▪ Increased the Sales of Surplus Equipment ($50,000).	
FY 2020	▪ Eliminated two vacant Mechanic positions and a vacant Trades Worker IV position ($276,947). ▪ Vehicle replacement expenses increased primarily due to the current rental book replacement schedule ($1,744,972), and the addition of a vehicle to support a new position in the Utilities Fund ($47,000) ▪ Decreased Lease Purchase expenses ($94,393). ▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($101,020) and a transfer from the Utilities Fund for a vehicle addition ($47,000).	(3.0)

Our Mission: To provide County agencies a single location for cost effective services and technical advice that will meet their printing, copying, graphic design, and mail services needs

Printing and Mail Services

- Produce high volume copies for County agencies using high production digital machines that produce the best quality at the lowest price.
- Provide critical printing, graphics, and bindery services to meet the needs across the County.
- Manage all walk-up copiers and mobile printing applications for all County departments to meet their copying needs. By holding a master contract for copiers, the County achieves cost savings and provides better services.
- Handle outgoing and interoffice mail, as well as special mailing projects for the County.
- Provide County departments and Arlington Public Schools (APS) with postage savings on large mail jobs using the latest technology and smart mail applications.
- Utilize 30 percent post-consumer recycled paper for all print jobs.

SIGNIFICANT BUDGET CHANGES

The FY 2021 proposed expenditure budget for the Department of Environmental Services' Printing Fund is $2,384,695, a one percent decrease from the FY 2020 adopted budget. The FY 2021 budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from job family studies for trades and planners, and an increase in the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to contractual obligations related to the County's contract with Xerox ($71,000), and an adjustment to the annual expense for maintenance and replacement of County vehicles ($36), partially offset by anticipated higher paper costs ($6,311).
- ↑ County revenue increases from County departments due to the addition of a 15% increase to printing fees to adjust for annual inflationary increases for paper and salary increases ($195,459), partially offset by decreases due to a slight decline in print production and mail services as County departments move to more online notifications ($39,839) and aligning budget with actuals ($40,161).
- ↑ Outside revenue increases due to aligning budget with actuals ($80,000).

PROGRAM FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	% Change '20 to '21
Personnel	$741,433	$770,570	$809,227	5%
Non-Personnel	1,624,703	1,640,193	1,575,468	-4%
Total Expenditures	2,366,136	2,410,763	2,384,695	-1%
County Revenue	1,959,659	2,080,000	2,195,459	6%
Outside Revenue	179,160	90,000	170,000	89%
General Fund Transfer	242,337	246,382	246,382	-
Total Revenues	2,381,156	2,416,382	2,611,841	8%
Change in Fund Balance	$15,020	$5,619	$227,146	3942%
Permanent FTEs	8.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	8.00	

PERFORMANCE MEASURES

Printing and Mail Services

Critical Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Assisted copies completed by due date	98%	98%	98%	98%	99%	99%
Percent of printing orders completed by due date	98%	98%	98%	98%	99%	99%

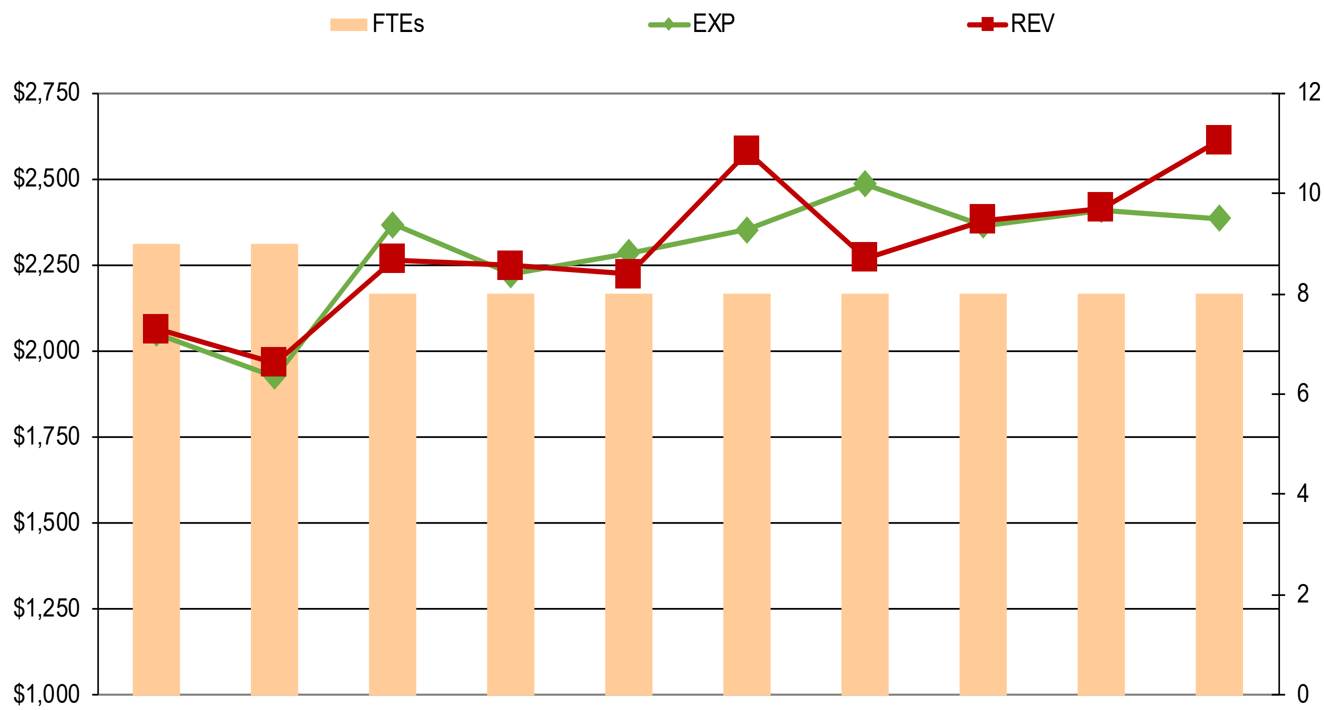
Supporting Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Customer satisfaction on assisted copies (scale 1-5)	4.90	4.90	4.90	4.90	4.90	4.90
Customer satisfaction on print orders (scale 1-5)	4.90	4.90	4.90	4.90	4.90	4.90

PRINTING FUND
FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1	$29,886	$73,734	$44,906	$50,525
REVENUE				
Intra-County	1,959,659	2,080,000	2,080,000	2,195,459
Outside Billings	179,160	90,000	90,000	170,000
Transfer in from General Fund	242,337	246,382	246,382	246,382
TOTAL REVENUE	2,381,156	2,416,382	2,416,382	2,611,841
TOTAL REVENUE & BALANCE	2,411,042	2,490,116	2,461,288	2,662,366
EXPENDITURES				
Printing Services & Mail Operations	2,366,136	2,410,763	2,410,763	2,384,695
TOTAL EXPENDITURES	2,366,136	2,410,763	2,410,763	2,384,695
BALANCE, JUNE 30	**$44,906**	**$79,353**	**$50,525**	**$277,671**

- Fund Balance is reserved for financing encumbrances and incomplete projects carried over from a previous fiscal year, unanticipated equipment replacement or major repairs, revenue shortfalls, and over expenditures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Proposed Budget
EXP	$2,051	$1,926	$2,368	$2,224	$2,285	$2,353	$2,484	$2,366	$2,411	$2,385
REV	$2,064	$1,967	$2,266	$2,247	$2,222	$2,581	$2,270	$2,381	$2,416	$2,612
FTEs	9.00	9.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00

Fiscal Year	Description	FTEs
FY 2012	▪ Transferred a vacant position to the General Fund for support of the DES Safety Program. ▪ Non-personnel increased to reflect contractual obligations for equipment ($2,843), funding for assistance with special projects ($40,953), and replacement of County vehicles ($295). ▪ Revenue from County Departments for work by the Print Shop increased based on FY 2010 revenues and the FY 2011 re-estimate ($62,000). ▪ Transfer from the General Fund decreased due to elimination of the Print Shop subsidy ($52,278). The General Fund transfer will continue to support the mail operation.	(1.0)
FY 2013	▪ Increased funding for contractual obligations for equipment ($116,318). ▪ Decreased funding for consultant services ($40,953). ▪ Decreased funding for operating supplies ($10,158). ▪ Revenue from County Departments increased due to an increase in income from leased equipment used by departments throughout the County ($51,483). ▪ Transfer from the General Fund, which supports the mail operation, increased due to an increase in contractual obligations for equipment and software ($16,782). ▪ *One position was transferred to the Department of Technology Services (DTS) for records management related activities by the County Board at FY 2012 closeout.*	*(1.0)*
FY 2014	▪ Non-personnel increased for contractual obligations for equipment ($64,324). ▪ Revenue from County departments decreased due to loss in revenue from management of the archives since records management activities are now managed by DTS ($65,640). ▪ Revenue from leased equipment used by departments throughout the County increased ($21,041). ▪ Transfer from the General Fund, which supports the mail operation, increased ($23,650) due to an increase in contractual obligations for equipment, address verification, and smart mail software applications.	
FY 2015	▪ Non-personnel increased for contractual obligations for equipment ($136,753). ▪ Revenue from County departments and Arlington Public Schools (APS) increased due to increased volume of jobs ($178,899). ▪ Transfer from the General Fund, which supports the mail operation, increased primarily due to increases in personnel costs ($30,646).	

Fiscal Year	Description	FTEs
FY 2016	▪ Non-personnel increased for contractual obligations for equipment ($126,440). ▪ Revenue from County departments and Arlington Public Schools (APS) increased due to increased volume of jobs ($130,973). ▪ Transfer from the General Fund, which supports the mail operation, increased primarily due to increases in personnel costs ($4,985).	
FY 2017	▪ Non-personnel increased due to contractual obligations for equipment and supplies ($27,915), purchase of services ($60,000), and presort mail services for special projects ($100,000). ▪ Revenue from County departments and Arlington Public Schools (APS) increased due to volume of jobs and special services including presort mail services ($213,633). ▪ Transfer from the General Fund, which supports the mail operation, increased primarily due to increases in personnel costs ($3,901) and an increase in equipment lease costs ($6,384).	
FY 2018	▪ Non-personnel increased primarily due to contractual obligations for equipment and supplies as a result of new photocopier/printer contract that requires all County photocopiers and printers be leased through the Print Shop ($351,344), an increase in operating supplies ($45,000), primarily offset by a decrease in internal services ($50,000). ▪ County revenue increased from County departments due to the new printer/photocopier contract ($315,482), and an increase in printing revenue outside of County departments ($20,000). ▪ Transfer from the General Fund, which supports the mail operation, increased due to an increase in equipment lease costs ($7,831).	
FY 2019	▪ Non-personnel increased due to contractual obligations for equipment and supplies ($20,129), offset by a decrease in internal services ($30,000). ▪ County revenue increased from County departments due to an increase in photocopier leases and printing services ($47,412). ▪ Outside revenue increased to align with FY 2017 outside revenue actuals ($20,000). ▪ Transfer from the General Fund, which supports the mail operation, decreased due to eligible personnel expenses ($7,263).	
FY 2020	▪ Decreased funding for contractual obligations related to the County's contract with Xerox ($60,000). ▪ Decreased non-personnel funding for outside print shop charges ($40,000). ▪ County revenue decreased due to a slight decline in print production and mail services ($135,000). ▪ General Fund Transfer increased due to an increase in eligible personnel expenses ($4,045).	

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The General Capital Projects budget provides funding for capital improvement and infrastructure projects. Pay-As-You-Go (PAYG) funding is a portion of the capital budget and consists of ongoing and one-time local tax dollars, along with other miscellaneous fees and charges. In addition to annual PAYG funds, short-term financing (in previous years, master lease financing), bond financing, and various other dedicated funding sources make up the primary sources of funding for the capital program projects.

PAYG and short-term financing traditionally fund assets with a useful life of 10 years or less. PAYG dollars are the most flexible of funding sources and can be used to fund a variety of assets. Financed dollars, whether short or long term, set a repayment schedule of the debt (debt service) based on the useful life of the asset. Short-term financing (three to ten years) is used mostly for replacement of technology and equipment, and long-term financing (bond funds) is used mostly for the County's large capital infrastructure investments (ten or more years). Detailed information concerning the County's bond financing is contained in the Debt Service section of the FY 2021 Budget.

PAYG and voter approved general obligation (GO) bond funding have historically been the primary sources of funding for the County's maintenance capital program. The County's long stated goal for the maintenance capital program is to "maintain what we have." Towards that goal, programs periodically conduct a condition assessment of their capital assets so that they can provide a sustainable plan that prioritizes their inventory of needs. Both the Parks and Facilities maintenance programs are currently working to update their condition assessments, so that the County has current information on the condition of major assets and needed investments. The updated information from the condition assessments will help inform the funds needed for a sustainable "state of good repair" so that assets can be replaced on a consistent schedule in line with their life expectancy. Maintenance capital projects are designed to protect assets from premature failure and are focused on replacement and renewal of existing infrastructure. They differ from operating maintenance activities in cost, size, nature, and frequency of maintenance activity.

The General Capital Projects categories primarily include, Regional Partnerships, Transportation, Government Facilities, Parks and Recreation, Technology and, Neighborhood Conservation.

MAINTENANCE CAPITAL

The purpose of Arlington's Maintenance Capital (MC) program is to ensure that existing capital assets throughout the County are maintained in a reliable and serviceable condition and are periodically updated and renewed as necessary. The MC program serves to prolong the useful life of these investments, while minimizing the need for repeated asset repair emergencies. Although MC funds are not contingency funds, they provide versatility in allowing the County to respond to unforeseen emergencies.

This budget continues our focus on Maintenance Capital – particularly our existing investments in facilities and parks, paving and information technology. The County has improved its efforts in maintaining capital assets. Examples of the changes made to enhance these efforts are:

- Continuing the use of a variety of funding sources to best match the type of maintenance capital needs in order to execute as many projects within an affordable budget.

- Bundling projects where appropriate to minimize service disruption and achieve cost efficiencies.
- Adding staff to help with both planning and execution of capital projects.

OVERVIEW OF FY 2021

The FY 2021 proposed PAYG budget continues to prioritize "maintaining what we have". The proposed FY 2021 PAYG budget is $16.7 million. The ongoing funding is $6.8 million with additional one-time funds in the amount of $9.9 million. The additional $9.9 million is comprised of carryover funds from FY 2019 as well as in-hand and projected bond premium from the County's bond sales. Bond premium is legally restricted in use for capital projects only.

It is important to emphasize the need for both ongoing and one-time funds to fund the PAYG program. Ongoing funds are needed in order to invest in maintaining core capital assets and allow programs to have a dependable funding source to develop a sustainable capital investment program. As laid out in the adopted CIP, increasing the amount of ongoing funds to maintenance capital over time is one of the County's objectives. As one-time funds become available, using them for one-time expenditures such as capital projects is appropriate.

The FY 2021 PAYG budget focuses on funding maintenance capital expenditures, including:

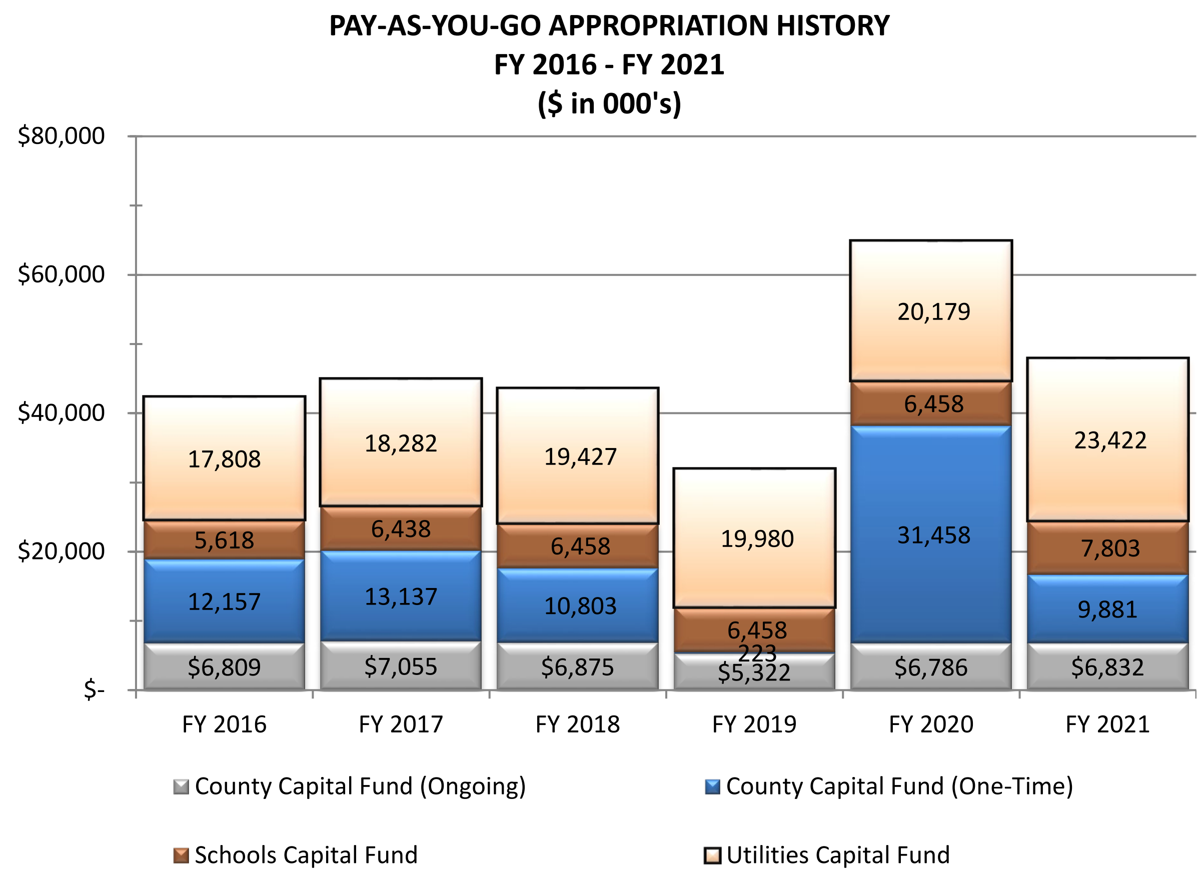
- streets
- traffic signals
- street lights
- building components
- fields
- technology equipment and systems
- neighborhood conservation projects

County capital project descriptions, PAYG appropriation charts, and fund statements are included on the following pages. Because projects are often multi-year in nature, appropriations rather than actual expenditures are presented. Appropriations more accurately reflect the County Board's intent, priorities, decisions, and PAYG funding levels than actual expenditures. Fiscal impact is the net increase in annual operating costs associated with a capital funding decision. Capital funding decisions that expand or significantly change the nature and quality of an asset typically increase future operating budgets over the life of the asset. However, some capital funding decisions that replace current assets with efficient, low maintenance assets or extend the useful life of an asset can reduce future operating budgets.

In addition to the PAYG dollars in the General Capital Projects budget, there are PAYG investments in other funds and operations:

- The Utilities Fund FY 2021 Proposed PAYG budget of $23.4 million includes funding for Wastewater Treatment Plant capital maintenance and improvements to the Washington Aqueduct, which supplies the County with 100 percent of its drinking water.

- The School Superintendent's proposed FY 2021 PAYG budget is $7.8 million, which includes major maintenance and minor construction funding.



PAY-AS-YOU-GO APPROPRIATION HISTORY BY CATEGORY
($ in 000's)

PROGRAM CATEGORY	FY 2016	FY 2017	FY 2018	*FY 2019	Revised FY 2020	Ongoing FY 2021
Regional Partnerships	$1,453	$1,364	$1,263	$1,263	$1,287	$1,311
Transportation & Pedestrian	3,431	7,334	3,089	10,902	5,325	1,773
Government Facilities	5,249	3,695	5,081	-	8,254	1,311
Parks and Recreation	1,639	2,880	1,185	1,201	1,450	470
Technology	502	1,373	1,452	5,600	3,281	1,194
Neighborhood Conservation	500	500	1,000	-	500	500
Land Acquisition	-	361	4,010	-	9,950	-
County-Schools Joint Use Conting	2,500	2,500	-	2500	1,500	-
Capital Contingency / Admin	3,692	185	598	319	1,935	273
Total County Capital Fund	$18,966	$20,192	$17,678	$21,785	$33,482	$6,832
Schools Capital Fund	5,618	6,438	6,458	6,458	6,458	7,803
Utilities Capital Fund	17,808	18,282	19,427	19,980	20,179	23,422
Total Capital Fund	**$42,392**	**$44,912**	**$43,563**	**$48,223**	**$60,119**	**$38,057**

Numbers may not add due to rounding.
*Beginning in FY 2019, one-time carryover funds are included in the previous year's County budget for County funds.

PAYG PROJECTS ($ in 000s)

PROGRAM CATEGORY	Base Funds	One-Time Funds	FY 2021 Proposed	**FY 19 & 20 Bond Premium Funds	Total PAYG Funds
Regional Partnerships	1,311	-	1,311	-	1,311
Transportation Maintenance Capital	$1,773	$624	$2,397	$539	$2,936
Transportation Multi-Modal	-	-	-	855	855
Transportation Street Safety	-	-	-	450	450
Facilities Maintenance Capital	1,090	-	1,090	1,360	2,450
Energy Management	221	200	421	179	600
Facilities Design and Construction	-	450	450	605	1,055
Parks Maintenance Capital	470	250	720	-	720
Technology	1,194	120	1,314	-	1,314
Neighborhood Conservation	500	-	500	-	500
Public Safety	-	-	-	1,125	1,125
County-Schools Joint Use Projects	-	-	-	1,500	1,500
Capital Contingency/Admin	273	467	740	1,157	1,897
Total Projects	**$6,832**	**$2,111**	**$8,943**	**$7,770**	**$16,713**

Numbers may not add due to rounding.
**Reflects FY 2019 close-out funds and received and projected bond premium from County bond sale that is restricted in use to capital projects.
The PAYG transfer from General Fund includes the base funds ($6,832,227) plus a portion of one-time.

Regional Partnerships **$1,311,475**

Arlington annually contributes capital funding to several regional organizations that provide beneficial services to Arlington residents and visitors. The Regional Partnerships program represents the County’s annual contributions to support the capital efforts of regional programs. The County also contributes operating costs to the regional partnership programs detailed in the Regional’s narrative. The County’s share is based on each regional program’s allocation formula.

- **Northern Virginia Regional Park Authority** **$629,431**
  The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency comprised of Arlington County, Fairfax County, Loudoun County, and the Cities of Alexandria, Falls Church, and Fairfax. The Park Authority owns and operates over 10,000 acres of parklands with 21 major parks, including Potomac Overlook, Upton Hill and the W&OD Regional Parks in Arlington. The FY 2021 budget is based on a rate of $2.65 per capita.

- **Northern Virginia Community College** **$542,320**
  This funding represents the County's ongoing capital contribution to the Northern Virginia Community College (NVCC) program for land acquisition and site development of all campuses. Arlington is one of nine jurisdictions that share costs associated with NVCC’s capital program. The FY 2021 budget is based on a $2.25 allocation per capita.

- **Northern Virginia Criminal Justice Academy** **$139,724**

  In 2006, the principal members agreed to fund the construction of the Emergency Vehicle Operations Center (EVOC). The initial payments began in FY 2007 and will continue through FY 2026. The FY 2021 budget reflects Arlington's contribution towards the annual debt payments of the EVOC.

Transportation – Maintenance Capital **$2,936,000**

The Transportation Maintenance Capital program in the Department of Environmental Services (DES) maintains transportation infrastructure by repaving streets and bike lanes, maintaining pedestrian and vehicular bridges, maintaining sidewalks, signals, and signal infrastructure, maintaining and replacing street and trail lights, maintaining and replacing parking meters, and replacing bus shelters. The program also maintains and develops transportation data assets and systems to support analysis, such as trail monitoring, Intelligent Transportation Systems (ITS), and management systems for physical transportation assets (e.g. signs) and transportation data assets (collected observed traffic data and crash data, for example).

- **Transportation Systems and Traffic Signals** **$159,000**

  The Transportation Systems and Traffic Signals program improves the infrastructure, safety, and operations of the various traffic control devices throughout the County. Overall, the program funds (1) signalized intersection rebuilds and new construction; (2) operational analysis and improvements such as signal optimization; (3) safety and accessibility improvements at signalized intersections such as ADA ramp construction and accessible pushbutton installation; (4) upgrades to system components such as controllers, detection, backup power, LED signal replacement, and emergency vehicle pre-emption; and (5) the upgrade and installation of pedestrian crossing beacons, speed indicator signs, and school beacons. This funding is for the installation and upgrade of equipment for six to eight additional school zone flashers.

- **Street Lighting Management** **$380,000**

  The County streets are lit with a total of about 18,900 streetlights; about 7,700 owned by the County and about 11,200 owned by Dominion Energy (DE, formerly Dominion Virginia Power). Since 2010, the County has been deploying state of the art smart Light Emitting Diode (LED) streetlight technology throughout the County. The County is saving 75 percent on electric utility charges for the areas converted into smart LED streetlights. These lights can be centrally and remotely controlled for dimming by time of the day and can be used to support emergency evacuation.

  The LED conversion of County-owned streetlights is almost complete. Conversion of 2,250 Dominion Energy street lights per year will be converted over a five-year period starting in FY 2021.

- **Bridge Maintenance** **$937,000**

  This is an ongoing program that provides funds to continue inspection, maintenance and rehabilitation of 36 vehicular and pedestrian bridges in Arlington County to assure an adequate level of safety for pedestrians and vehicular traffic. All 36 bridges are inspected at least biannually in accordance with Federal Highway Administration (FHWA) National Bridge Inventory (NBI) standards for inspection and reporting, where applicable. This program provides funding to cover the cost of annual inspections, maintenance, and repair projects for County owned bridges in the public right-of-way. The program plans to inspect 22 bridges during FY 2021.

- **Paving Program** **$1,460,000**

  The County currently maintains 1,059 lane miles of roadway by a combination of mill and overlay, full depth rebuilding, micro-surfacing, and slurry sealing. The County utilizes a Pavement Condition Index (PCI) to assess the road conditions. The County has established a desired average PCI range of 75-80 (with 100 representing the best possible condition) and has raised overall PCI to 75.9 in 2019 from an average PCI of 66.9 in 2015. The PAYG funds along with anticipated GO bond funds will maintain the PCI level as long as changes in winter weather, contracting costs, and oil prices do not negatively impact the anticipated paving program. Arterials are repaved more often due to the traffic volumes and type of vehicles using them, while neighborhood streets get slurry seal treatment every seven to ten years to extend their life rather than re-paving them as often. Approximately 125 lane miles will be addressed in FY 2021 through the various paving maintenance strategies. In addition to these PAYG funds, $6,400,000 of GO bond funds will be sold in FY 2021 to execute the more in-depth paving strategies for the County's roads.

Transportation Multi-Modal Programs **$855,000**

The Transportation Multi-Modal program provides accessibility and various options for movement throughout the County and the rest of the region. This is achieved by providing a high-quality transit system, a robust bicycle and pedestrian network, and effective transportation demand management approaches.

- **Bike Arlington** **$200,000**

  The Bike Arlington program makes physical enhancements to Arlington's bicycle infrastructure, including trails and streets. The program's goal is to ultimately increase the number of riders and their riding frequency to make bicycle usage a more significant travel mode.

  The funding will be used for multiple ongoing projects including bike parking, wayfinding signs, and counters. Bicycle parking involves rack installation in the public right of way and at public facilities. Funding for wayfinding signs helps fill gaps in the current system (Four Mile Run and W&OD Trails, Columbia Pike, Shirlington, major north/south on-street bike corridors, etc.). Bicycle and Pedestrian automated counting technology funding allows the County to continue to operate our system of 40 trail and street counters. This data is used to track trail usage which helps guide investment, management, and maintenance activities. The data are available to the public on a dedicated page at BikeArlington.com.

- **Parking Technology** **$245,000**

  This project is currently in progress. The additional funds in FY 2021 will complete the original scope of work to upgrade the residential permit parking program's (RPP) administration software with an easier program to administer and access to third party support.

- **Transportation Asset Management–Traffic Data Management & Integration** **$210,000**

  The transportation program includes a wide array of assets including signals and signs installed in the right-of-way, inventory assets housed in warehouses, and traffic data assets. A centralized traffic database is currently in development. The amount of data involved along with the various systems to link to is proving to be a longer process than originally anticipated. The final database will be able to provide: open data accessibility to staff and public; integration with the work order system; integration with County's Geographic Information System (GIS); integration with Cartegraph, the transportation asset management system; linkage to collision reports and traffic cameras; trend analysis; safety analysis; report and map generation; and system performance monitoring. The completed program will also help track and manage assets by integrating with the current inventory system associated with the County's warehouse storage facility.

- **Neighborhood Complete Streets** **$200,000**

  The Neighborhood Complete Streets (NCS) program was established by the Arlington County Board in January 2016 to allow safe and comfortable access by all users and ensure street design is compatible with surrounding land uses. It addresses safety and accessibility problems on local (non-arterial) streets through physical improvement projects. This funding allows for the continuation of implementing tactical measures as an economical way to address some project locations, as well as test innovative treatments, two uses that are not eligible for transportation capital or bond funding. Examples of these tactical treatments include the use of pavement markings, bollards, and signs to modify intersections, streets and crossings. In addition to these PAYG funds, $100,000 of GO bond dollars will be sold for the execution of projects such as sidewalk installation, street lighting and speed management.

Transportation Street Safety **$450,000**

In July 2019, the County Board adopted the "Vision Zero Resolution." The resolution identified safety as a priority and called for eliminating fatal and severe injury crashes. While safety is considered in almost all street improvement projects, this is a new, dedicated program to address safety as the focus.

- **Street Safety Improvements** **$450,000**

  The Street Safety Improvement (SSI) Program will implement safety improvements at intersections and streets for pedestrians, small mobility device (SMD) users, bicyclists, transit riders, and motorists as determined through a comprehensive investigation, including crash analysis. Improvements may include signage, pavement markings, and other types of delineation to achieve greater separation and awareness of pedestrians and bicyclists. Minor changes to the curb may also be included. Locations demonstrating high crash rates will be a priority. Potential projects include installing protected bike lanes or separated bike lanes on arterial and principal neighborhood streets, pedestrian crossing enhancements across arterial and principal neighborhood streets, minor lighting upgrades, and enhancements around high-conflict areas such as locations with high transit ridership.

Facilities Maintenance Program **$2,450,000**

This program plans for adequate maintenance of facilities through their lifecycle, periodic refreshment, and eventual replacement of obsolete facilities at the appropriate points in the life cycle.

- **Facilities Management Maintenance Capital** **$1,970,000**

  The FY 2021 Facilities Maintenance Capital Program funds will be used to address maintenance items identified in facility condition assessment studies and staff reports. The Facilities Management Bureau (FMB) maintains 90 facilities totaling more than 2,200,000 square feet valued at over $750 million. Projects will include:
    - Roof, generator and transfer switch replacement along with the addition of building automation controls to existing fan coil units at Court Square West;
    - Electrical upgrades to replace all automatic transfer switches and generator controls at the Courts Police building;

  - Restroom refreshes, replacement of an air handler unit (AHU) at the Virginia Room, auditorium AHU's, generator and transfer switch replacement, and elevator modernization at Central Library;
  - Overhead door replacement at Fire Station 9;
  - Roof replacement at Fort CF Smith;
  - Upper mechanical room roof replacement including the installation of new drains at 2020 Thomas Building.
  - Additional maintenance capital projects will be funded with GO bonds approved in the adopted Capital Improvement Plan FY 2021 – FY 2030.

- **Critical Systems Infrastructure (CSI) $480,000**

  There are several facilities throughout the County that are essential to the operations of Public Safety and First Responders. The intent of the CSI program is to centralize the monitoring and maintenance of the building systems for these 24/7/365 mission critical facilities. The FY 2021 funding will be used to replace the uninterruptible power supply (UPS) at the Trade Center Network Operating Center (NOC).

Energy Management Program $600,000

The Energy Management program monitors and improves energy use in County facilities and identifies emerging energy-saving opportunities with advanced technologies and best practices. Improved energy efficiency cuts operating costs and improves energy reliability. The Energy Management program and its PAYG projects support implementation of the revised Community Energy Plan through increased efficiency, improved resiliency of energy supply, and cleaner sources of energy through renewable electricity projects.

- **Energy Management – Energy Assurance Plan $221,000**

  This project will fund a consultant to prepare an essential planning document for improving resilience to energy outages and cascading events in the County. This work is important for public health and safety, with ramifications for County operations and the community at large.

- **Energy Management – Energy Audits $179,000**

  This project will fund outside consultants to assess opportunities in County facilities for improved energy management and prioritize future improvements. This work will supplement existing staff assessments, a best practice that typically results in energy savings, especially considering emerging technologies in the energy and facilities field.

- **Fire Station 8 – Solar Panels $200,000**

  This is a Board-initiated project related to County goals for renewable electricity. Due to the 24/7 operations of a Fire Station, the building's carbon footprint will always be larger than other similar sized facilities the County owns. The installation of a 60kW solar PV panel system at Fire Station 8 will be a strong statement that the County continues to advance its sustainable practices.

Facilities Design and Construction Program $1,055,000

The Facilities Design and Construction program provides facility improvements for both existing and evolving service programs. The program encompasses both significant modernization and planned replacement of facilities, based upon facility life cycles and changing program demands and services. This program is carefully integrated with the Facilities Maintenance Capital program in planning for periodic renovations and eventual replacement of obsolete facilities at the appropriate points in the life cycle.

- **Master Planning and Feasibility Studies** **$450,000**
Facility master planning provides an integrated approach that addresses short, intermediate, and long-term needs for County facilities. Planning proceeds in phases and balances short-term deficiencies with long-range objectives for space management and efficiencies, often with emphasis on a site, or a certain subgroup of facilities. Feasibility studies support an integrated approach to proper scoping and project feasibility for Board, departmental, and community-initiated projects. The studies will address new projects that are initiated by various County departments to determine the best use of the current facility or property during its estimated life ($100k). The studies will also evaluate proposed timelines for Capital Improvement Projects (CIP). In order to better understand project costs, timelines, and spending plans, 30 percent schematic design drawings will be completed. The schematics will include but are not limited to the development of program requirements, zoning, transportation, code compliance impacts, cost estimates, phasing, and construction durations. ($350k)

- **Facility Finishes and Furnishings (FF&E)** **$200,000**
This program enables County facilities to be partially updated through a systematic ranking of needs, based on yearly assessments completed by internal staff and requests from individual departments. The program allows for periodic interior refurbishment of flooring, wallpaper, painting, millwork and signage. The FF&E program provides furnishings to more than 90 County facilities, including shared spaces within Arlington County Public Schools (APS). The chair replacement program is in year four of an eleven-year program. FY 2021 funds will be used to provide countywide interior upgrades and replacement chairs, excluding Bozman Government Center (BGC) where chair replacement will be completed in FY 2020.

- **Americans with Disabilities Act (ADA) Remediation** **$200,000**
In FY 2013, the County completed a comprehensive accessibility assessment of 54 facilities to identify facility deficiencies for persons with physical disabilities. This program is to remediate the identified issues in existing facilities. FY 2021 ADA remediation will include ADA improvements at the Detention Facility garage entrances, lower level offices, and Level 1 public and staff accessible restrooms. Any funding remaining after these improvements will address additional deficiencies at the Detention Facility.

- **Gender Neutral Restroom Signage** **$145,000**
On June 20, 2019, a County's Administrative Regulation established guidelines for access, signage, and design of restrooms and locker rooms located in County-owned facilities to be inclusive and affirming of all gender identities and expressions.

  > *It is Arlington County Government's obligation to ensure that employees, contractors, guests, and customers have adequate access to a restroom or locker room that affords them privacy and dignity. Individuals should use the restroom and locker room facilities that correspond with their gender identity or expression. All employees, contractors, guests, and customers should determine the most appropriate and comfortable option for themselves.*

  Where possible, the County has provided single-occupancy, all-gender restrooms. Estimates include replacing approximately 500 single use restroom signs, 500 men's, and 500 women's restroom signs. The total estimated cost for custom signs is $435,000; $145,000 per year for three years. Gender-neutral locker rooms signage will be addressed following the renovations of locker rooms to create gender-neutral facilities.

- **Fire Station 10** **$60,000**
  The Arlington County Board adopted the Western Rosslyn Area Plan (WRAPS) in July 2015. The plan outlines a new vision to redevelop a key area of Rosslyn with a new fire station, school, Rosslyn Highlands Park and another small park space, mixed-use development and up to 250 units of affordable housing. The new fire station will be two-stories on the lower level of a new mixed-use developer—provided building and will have total area of 13,000 to 15,000 square feet and a footprint of about 10,000 square feet. The fire station will be designed, constructed and furnished for County operations. The project is to be funded solely from developer contributions except for the reoccurring staff charges for project management of $60K over five years ($300K total). This is the third year of the project.

Parks Maintenance Capital Program **$720,000**

Arlington County currently maintains an extensive inventory of park and recreation assets on approximately 942 acres of parkland, including playgrounds, athletic fields, athletic courts, field and court lighting, picnic shelters, comfort stations, site furnishings, parking lots, and other assets. The Parks maintenance capital program provides capital funding to maintain these valuable assets by proactively replacing inefficient and outmoded infrastructure and preventing premature failure. Additional maintenance capital projects will be funded with new GO bonds as part of the adopted Capital Improvement Plan FY2021 – FY2030.

- **James Hunter Park** **$85,000**
  Design and construction for the replacement of the synthetic turf at the dog park.

- **Capital Asset Manager** **$160,000**
  This funding is for the staff position that manages the Parks Capital Asset Program.

- **Parks Field Fund** **$225,000**
  The Parks field fund is supported by an annual fee assessed on official affiliated youth and adult sports teams playing on Arlington County rectangular and diamond fields. The fees assessed for rectangular fields are directed to support replacement and construction of synthetic turf fields in the County ($160,000). The fees assessed on diamond fields ($65,000) are to be used each year for specific diamond field enhancements, such as improved irrigation, batting cages or accelerated sod replacement. The FY 2021 PAYG budget reflects the projected annual revenue from the fees.

- **Feasibility Studies (PAYG)** **$150,000**
  These funds will provide the ability to conduct timely and relevant analysis and studies as opportunities arise. The program is meant for new planning initiatives that are outside current CIP projects. Examples are potential planning and analysis needs for parks and sites associated with site plan proposals, Arlington Public Schools proposals, or affordable housing proposals.

- **Equipment Replacement at Community Centers** **$100,000**
  This funding is for the proactive replacement of aging fitness equipment at community centers that is at or near the end of its useful life.

Technology **$1,314,200**

- **Voting Machines** **$120,000**
  Additional Digital Scan Voting Machines are needed to accommodate an anticipated increase in the volume of early voters and to process paper ballots as part of the November Presidential Election. The request for additional voting machines and precinct scanners is in response to directive 52 U.S.C. § 20701 from the Department of Justice requiring ballot images be retained for 22 months from the date of a federal election. The current machines are limited in the number of digital images they can store over the course of an election.

- **DHS Day Care Center and In-Home Child Care Licensing System** **$550,000**
  This funding will be used to acquire a comprehensive, integrated, day care center and in-home child care licensing management system. The system will include components for inspections, document management, program enrollment, waitlist management, and staff training. This request is part of the Child Care Initiative Action Plan approved by the Arlington County Board in July 2018. Currently, DHS does not have a child care management system.

- **DHS Child Welfare Purchase of Service Software** **$500,000**
  This project is to replace the current staff supported andmaintained system in operation since 1995. At 25 years old, the system is beyond its useful life and is not capable of meeting changing programmatic or reporting requirements. The system connects the department with third party service providers to manage the authorization and payment of adoption and foster care services purchased on behalf of eligible children and families. The total cost for the system is $1.2 million. The FY 2020 funding is for initial planning and procurement for the system and the balance of funding will be provided as part of the FY 2022 budget.

- **Electronic Summons System** **$144,200**
  In FY 2015, the County began assessing a $5.00 fee as part of the costs each criminal or traffic case in the district or circuit courts to purchase and implement an electronic summons system. With an electronic summons system, citation data would be automatically scanned and electronically entered at the point of activity, improving efficiency and accuracy in the processing of issued citations for Courts and Police personnel. Once the citation is complete, the transaction data is sent electronically to the Court's case management systems, allowing violators to prepay their fines promptly and aid the Courts in managing their dockets while tracking their caseloads. The costs of the system include the software and hosting costs, peripheral equipment such as handheld devices, portable printers, installation, training and the maintenance required for the system. The FY 2021 PAYG budget reflects the projected annual revenue from the fees. The revenue accumulated across upcoming fiscal years will design and procure the electronic summons system.

Neighborhood Conservation **$500,000**

The Neighborhood Conservation (NC) Program funds public improvements in neighborhoods throughout the County for which the County Board has accepted Neighborhood Conservation Plans developed by civic associations. Projects include installation of curb, gutter, sidewalk, street lights, neighborhood signs, and landscape restoration, including tree installation; storm drainage improvements, including bio-retention basins; park enhancements and renovations; and reconfiguration of streets and intersections to address traffic management and increase pedestrian safety. Typically, the County funds the NC program through PAYG every year as well as bonds considered by voters every two years. GO bond balances of $6,000,000 will be sold in FY 2021 to execute the projects described above.

Public Safety

- **Metropolitan Washington Airports Authority (MWAA) Firing Range $1,125,000**
  The firing range, an 11.5-acre facility at Dulles Airport, was initially constructed in 2016 and needs upgrades. A consultant has provided detailed recommendations for the needed improvements and we are currently in the process of obtaining final pricing.

County-Schools Joint Use Contingent $1,500,000
As Schools pursues its aggressive capital program to meet enrollment growth, the community has identified numerous site-specific needs in transportation infrastructure, utility undergrounding, traffic circulation, pedestrian and bike safety, recreation and other areas. This funding contingent will allow the County to collaboratively address these needs and to make improvements at some joint-use facilities.

Since FY 2014, $18.1 million PAYG funds have been allocated to the joint fund. Of this amount, $17.3 million has been paid for projects at Thomas Jefferson, Discovery Elementary School at Williamsburg, Ashlawn Elementary School, McKinley Elementary School, Abingdon Elementary School, Fleet Elementary School and The Heights Building. Payments will be made for projects at Stratford (Hamm) Middle School in FY 2020.

Capital Contingency/Admin $1,896,795
The FY 2021 adopted budget continues funding for administrative support of capital projects tracking and reporting in the Department of Management and Finance ($273,000). Remaining balances ($1,623,795) are one-time contingency funds for unplanned or unforeseen issues.

GENERAL CAPITAL PROJECTS FUND

FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1	**$104,016,887**	**$114,718,482**	**$114,718,482**	**$79,718,482**
REVENUES:				
Commonwealth of Virginia	310,275	-	-	-
Federal Government	2,455,924	-	-	-
City of Falls Church	-	-	-	-
Charges for Services	3,531,840	-	-	-
Miscellaneous Revenue	2,418,965	-	-	-
Proceeds from Lease Purchase	1,871,651	-	-	-
Proceeds for bond premium	18,396,431	-	-	-
Proceeds from line of credit	8,585,749			
TOTAL REVENUE	37,570,835	-	-	-
Transfers In (Out):				
Transfers In (Ongoing)	5,667,108	6,786,074	6,786,074	6,832,227
Transfers In (One-time)		16,815,472	16,815,472	119,795
TOTAL TRANSFERS IN (OUT)	5,667,108	23,601,546	23,601,546	6,952,022
TOTAL BALANCE, REVENUES AND TRANSFERS IN	147,254,830	138,320,028	138,320,028	86,670,504
EXPENDITURES:				
Capital Projects - Current Year	32,536,348	8,645,689	23,601,546	6,952,022
Capital Projects - Carry-Over		35,000,000	35,000,000	35,000,000
TOTAL CAPITAL EXPENDITURES	32,536,348	43,645,689	58,601,546	41,952,022
BALANCE, JUNE 30	**$114,718,482**	**$94,674,339**	**$79,718,482**	**$44,718,482**

Most capital projects span multiple years, from design to construction completion. The FY 2019 Actual and FY 2020 Re-Estimate columns reflect that funding for capital projects are carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds. The FY 2021 Proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staffs' best estimates based on preliminary plans and design and construction schedules.

The County issues General Obligation (GO) bonds annually to fund capital improvements for County, Schools, and Utilities fund projects though the use of debt financing. These projects are prioritized and approved biennially as part of the County's Capital Improvement Plan (CIP), the current version being the Adopted FY 2019 – FY 2028 CIP. The CIP is a planning document that identifies the capital needs of the community over a ten-year period. GO Bond financing is one component of the overall funding plan in the CIP, and is generally used to finance capital projects with average useful lives of greater than 10 years, matching or exceeding the average maturity of the bonds issued. Full detail of the CIP can be found at https://budget.arlingtonva.us/cip.

Prior to FY 2020, GO bond funding was appropriated at the time of bond issuance, typically in the spring of each fiscal year. Consistent with other capital funds, the appropriation of general obligation (GO) bond funded projects is now included as part of the operating budget. The GO bond funded projects are those approved as part of the FY 2021 capital program in the adopted FY 2019 – FY 2028 CIP, with changes where appropriate for changes to project timing or cashflow needs.

As individual projects approved in the CIP advance and become more defined, the timing of when bonds are issued may shift from the adopted CIP to align with changes to the timing or cashflow needs of the project. The projects presented below are consistent with the FY 2021 bond finance projects recommended in the Adopted FY 2019 – FY 2028 CIP, with adjustments where appropriate for projects whose timing and / or funding needs have changed since CIP adoption.

FY 2021 General Obligation Program Costs ($ in 000's)

Fund	Program	General Obligation (GO) Bond Funding
316	Neighborhood Conservation	6,000
314	Transportation	8,500
Total FY 2021 GO Bond Funding		**$14,500**

Debt service on bonds issued in FY 2021 to finance the projects below will not begin until FY 2022 and will be included in that year's operating budget. The proposed FY 2021 debt service budget includes debt service on bonds issued through FY 2020. The FY 2021 GO bond funded projects below are consistent with and are included in the multi-year projections presented in Charts A – E of the Debt Service Budget Summary. The bonds are also in adherence with the County's financial and debt management policies.

Transportation and Pedestrian Program
FY 2021 Capital Program Project List
($ in 000s)

GO Bond Referenda Year	Project Name - Description	PAYG	GO Bond	TOTAL
	Transportation Systems and Traffic Signals - This project includes upgrades to traffic signals in support of County design and developer projects as well as the replacement of signals that are beyond their useful life.	159	-	159
	Street Lighting Management - This project will address some of the chronic major repair locations where one or more lights have been inoperable due to underground utility-related issues throughout the County.	380	-	380
	Bridge Maintenance - This is an ongoing program that provides funds to continue inspection, maintenance and rehabilitation of 36 vehicular and pedestrian bridges in Arlington County in order to assure an adequate level of safety for pedestrians and vehicular traffic.	937	-	937
Paving Program: The County currently maintains 1,059 lane miles of roadway by a combination of mill and overlay, full depth rebuilding, micro-surfacing, and slurry sealing. The inventory of streets is as follows: 25 percent are arterial streets, 11 percent are collector streets and 64 percent are residential streets. The Pavement Condition Index (PCI) is updated annually and Arlington's average PCI is currently 75.9. The County uses a variety of strategies to maintain streets as detailed below.				
2018	**Hot Mix Overlay** - Paving has been increased to over 75 lane miles annually. This includes about three lane miles of streets without curb and gutter (five percent of funding).	460	6,400	6,860
	Slurry Seal - Slurry Seal extends the life of pavement on residential streets at a much lower per square yard cost. Program is based on approximately 40 lane miles being slurry sealed annually.	600	-	600
	Microsurfacing - Microsurfacing extends the life of pavement for arterial streets at a lower per square yard cost. Program is based on approximately 10 lane miles being microsurfaced annually.	400	-	400

Transportation and Pedestrian Program FY 2021 Capital Program Project List, continued				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO Bond**	**TOTAL**
	BikeArlington - This program is for high priority improvements to off-street trails to facilitate transportation uses.	200	-	200
	Parking Technology - This project supports the upgrade of the residential permit parking program's (RPPP) administration software. These additional funds will help complete the project.	245	-	245
	Transportation Asset Management - This program will continue the development of a central database that can house both historic and recent transportation data.	210	-	210
2018	**Neighborhood Complete Streets -** Multiple County programs exist to address parts of our neighborhood. Neighborhood Complete Streets (NCS) complements those efforts and allows additional projects to be completed based on objective criteria, and through a process that engages the community.	200	100	300
	Street Safety Improvements (SSI) - This program will implement safety improvements at intersections and streets for pedestrians, small mobility device users, bicyclists, transit riders, or motorists as determined through a comprehensive investigation, including crash analysis.	450	-	450
2018	**Boundary Channel Drive Interchange** - The project will upgrade the Boundary Channel Drive/I-395 interchange to improve traffic operations and safety for all users.		2,000	2,000
	Total Transportation Capital Program	**$4,241**	**$8,500**	**$12,741**

Facilities Maintenance and Energy Management Programs FY 2021 Capital Project List ($ in 000s)				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO Bond**	**TOTAL**
	Court Square West - Roof replacement, generator and transfer switch replacement and add building automation controls to existing fan coil units.	540	-	540
	Courts Police Bldg. - Design & Construction: Electrical upgrade design to replace all six Automatic Transfer Switches (ATS's) and generator controls.	550	-	550
	Central Library - Construction: restrooms refresh, design & construction: Virginia Room air handler unit #3 (AHU) and Auditorium AHU's, replace generator and transfer switch, and elevators' modernization.	295	-	295
	Fire Station #9 - Replace overhead doors	380	-	380
	Fort CF Smith - Roof replacement	50	-	50
	Building 2020 -Upper mechanical room roof replacement including the installation of new drains.	155	-	155
	Critical Systems Infrastructure - Trade Center NOC - Replace two UPS at the Trade Center NOC.	480	-	480
	Energy Management - Energy Assurance Plan - This project will fund a consultant to prepare an essential planning document for improving resilience to energy outages and cascading events in the County. This work is important for public health and safety, with ramifications for county operations and the community at large.	221	-	221
	Energy Management - Energy Audits - This project will fund outside consultants to assess opportunities in County facilities for improved energy management and prioritize future improvements. This work will supplement existing staff assessments, a best practice that typically results in energy savings, especially considering emerging technologies in the energy and facilities field.	179	-	179
	Energy Management - Fire Station 8 Solar Panels -This is a Board-initiated project related to County goals for renewable electricity. Due to the 24/7 operations of a fire station, the building's carbon footprint will always be larger than other similar sized facilities. The installation of a 60kW solar PV panel system at Fire Station 8 will be a strong statement that the County continues to advance its sustainable practices.	200	-	200
Total Facilities Maintenance and Energy Management Programs		**$3,050**	**$0**	**$3,050**

Facilities Design and Construction Program FY 2021 Capital Program Project List ($ in 000s)				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO Bond**	**TOTAL**
	Facility Master Planning and Feasibility Studies - The studies will address new projects that are initiated by various County Departments to determine the best use of the current facility or property during its estimated life. ($100k) In order to better understand project costs, timelines and spending plans, 30 percent schematic design drawings will be completed. The schematics will include, but not limited to, development of program requirements, Zoning, transportation, and code compliance impacts, cost estimates, phasing, and construction durations. ($350k). Project management for Fire Station 10 is included ($60k)	510	-	510
	Interior Maintenance Capital Improvement - This program enables County Facilities to be partially updated through a systematic ranking of needs based on yearly assessments completed by internal staff and requests from individual departments. The program allows for periodic interior refurbishment of flooring, wallpaper, painting, millwork and signage.	100	-	100
	Chair Replacement - Systematic yearly chair replacement program to replace task chairs throughout County facilities. Existing chairs ten years or older will be replaced, supportive of the industry standard for life span. This the fourth year of an eleven-year program and excludes the Bozman Government Center.	100	-	100
	ADA Remediation - FY 2021 ADA remediation will include ADA improvements at the Detention Facility garage entrances, lower level offices, and Level 1 public and staff accessible restrooms. Any funding remaining after these improvements will address additional deficiencies in the Detention Facility.	200	-	200
	Gender Neutral Restroom Signage - It is Arlington County Government's obligation to ensure that employees, contractors, guests, and customers have adequate access to a restroom or locker room that affords them privacy and dignity. Individuals should use the restroom and locker room facilities that correspond with their gender identity or expression. Where possible, Arlington County Government has provided single-occupancy, all-gender restrooms. Estimates include replacing approximately 500 single use restroom signs, 500 men's, and 500 women's restroom signs. This is the first year of a three year program.	145	-	145
Total Facilities Design and Construction Capital Program		**$1,055**	**$0**	**$1,055**

Parks and Recreation Program FY 2021 Capital Project List ($ in 000s)				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO Bond**	**TOTAL**
	James Hunter Park – Design and construction for the replacement of the synthetic canine turf at the dog park.	85	-	85
	Capital Asset Manager – Staff resources to manage the Parks Capital Asset Program.	160	-	160
	Field Fund Program – The Parks Field Fund is supported by an annual fee assessed on official affiliated youth and adult sports teams playing on Arlington County rectangular and diamond fields. The fees assessed for rectangular fields are directed to support replacement and construction of synthetic turf fields in the County ($160,000). The fees assessed on diamond fields ($65,000) are to be used each year for specific diamond field enhancements, such as improved irrigation, batting cages or accelerated sod replacement. The FY2020 PAYG budget reflects the projected annual revenue from the fees.	225	-	225
	Feasibility Studies – These funds will provide the ability to conduct timely and relevant analysis and studies as opportunities arise. The program is meant for new planning initiatives that are outside current CIP projects. Examples are potential planning and analysis needs for parks and sites associated with site plan proposals, Arlington Public Schools proposals or affordable housing proposals.	150	-	150
	Equipment Replacement at Community Centers – This funding is for the proactive replacement of aging equipment at community centers that is at or near the end of its useful life.	100	-	100
	Total Parks and Recreation Capital Program	**$720**	**$0**	**$720**

Technology Program FY 2021 Capital Project List ($ in 000s)				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO BOND**	**TOTAL**
	Voting Machines - FY 2021 funds are needed to accomodate an anticipated increase in early voters and to purchase additional voting machines to meet Department of Justice ballot image retention requirements for federal elections.	120	-	120
	DHS Day Care Center & In-Home Child Care Licensing System - FY 2021 funds are needed acquire a comprehensive, integrated, day care center and in-home child care licensing management system. The system will include components for inspections, document management, program enrollment, waitlist management, and staff training. This request is part of the Child Care Initiative Action Plan approved by the Arlington County Board in July 2018. Currently, the department does not have a child care management system in place.	550	-	550
	DHS Child Welfare Purchase of Service Software - FY 2021 funds will fund the first year of a two year projects to replace the current staff operated and maintained system in operation since 1995. At 25 years old, the system is beyond its useful life and is not capable of meeting changing programmatic or reporting requirements. The system connects the department with third party service providers to manage the authorization and payment of adoption and foster care services purchased on behalf of eligible children and families.	500	-	500
	Electronic Summons System - In FY 2015, the County began assessing of a $5.00 fee as part of the costs of each criminal or traffic case in the district or circuit courts for the use of purchasing and implementation of an electronic summons system. The FY 2020 PAYG budget reflects the projected annual revenue from the fees. Accumulated revenue over previous and upcoming fiscal years will purchase the system.	144	-	144
	Technology Capital Program	**$1,314**	**$0**	**$1,314**

Neighborhood Conservation Program FY 2021 Capital Project List ($ in 000s)				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO BOND**	**TOTAL**
	Project management funding to execute NC projects.	500		500
2014	N559-N. Oakland Street	-	700	700
2014	N557-12th St N	-	300	300
2014	Z261 -N. Highland St	-	850	850
2014	Z284-George Mason Drive	-	1,200	1200
2016	Z290-N. Monroe St	-	750	750
2016	z280-4th St S	-	1,200	1200
2016	Z272-N Larrimore St	-	1,000	1000
Total NC Capital Program		**$500**	**$6,000**	**$6,500**

Public Safety FY 2021 Capital Project List ($ in 000s)				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO BOND**	**TOTAL**
	MWAA Firing Range - The firing range, an 11.5-acre facility at Dulles Airport, was initially constructed in 2016 and needs upgrades. A consultant has provided detailed recommendations for the needed improvements and we are currently in the process of obtaining final pricing.	1,125	-	1,125
Total Public Safety Program		**$1,125**	**$0**	**$6,500**

Capital Program Contingents ($ in 000s)	
Project	**PAYG Costs**
County-Schools Joint Use Contingent - This funding will allow the County to collaboratively address needed improvements and renovations in joint-use facilities.	$1,500
Capital Program Contingency - Funding for administrative support of capital projects as well as coverage for unforeseen or unplanned projects.	$1,897
Total Metro Capital Program	**$3,397**

The FY 2021 list of projects will replace aged and critical technology infrastructure, public safety equipment, and a synthetic turf field at the end of their useful life. The FY 2021 debt service budget of $8.1 million is included in the General Fund Non-Department budget for short-term financing. This annual debt service budget level covers the financing costs (principal and interest) of the General Fund's base program projects listed in the table.

FY 2021 Short-Term Financing Project Costs ($ in 000's)

	Capital	**Total Funding**
PC Systems & Services	2,699	2,699
Network Equipment, Worker Mobility, Power Systems, Data Center and Security & Software	2,335	2,335
Server Hardware & Data Storage	1,265	1,265
Enterprise Resource Planning (ERP) System Upgrade (PRISM)	8,000	8,000
Subtotal Enterprise Technology and Equipment	**$14,299**	**$14,299**
Police Computer Forensic Equipment	85	85
Sheriff's Office Wireless Access Assessment	100	100
Fire Command Vehicle Technology	120	120
Police In-Car Camera Servers	65	65
Subtotal Public Safety	**$370**	**$370**
Virginia Highlands Park Field	773	773
Subtotal Parks Synthetic Turf Replacement Program	**$773**	**$773**
Subtotal (Capital)	**$15,442**	**$15,442**
TOTAL Project Costs	**$15,442**	**$15,442**

Enterprise Technology and Equipment **$14,299,000**

Funding for the FY 2021 Enterprise Technology and Equipment program is for maintenance capital and hardware and application refreshment. Maintenance capital is for the ongoing replacement of aging computers, servers, networks and other equipment. The hardware and application refreshment category is to support and refresh software and management systems that provide the tools, capabilities, and processes that enable the County workforce to meet internal and external demands.

- **PC Systems and Services (previously Endpoint Replacement) $2,699,000**
  This program supports the cyclical replacement and refreshment of end user computing devices that have reached the end of their usable life. End user devices have a usable life of three years or four years, depending on device type.

- **Network Equipment, Worker Mobility, Power Systems, Data Center, and Security & Software $2,335,000**
  These funds are to support the County network including cyclical refreshment of County network equipment; software and hardware systems supporting worker mobility and telework technology; replacement of end-of-life power protection equipment supporting data center infrastructure and in-building digital infrastructure throughout the County; refreshment of equipment and cabling supporting the data center infrastructure, and; software and monitoring tools supporting network access and access security.

- **Server Hardware Refreshment and Data Storage $1,265,000**
  These funds will be used to replace server equipment that have reached or exceeded the end of their useful life. These systems are required to support critical line of business applications. Refreshment of data storage hardware that have reached the end of their useful life are funded at $65,000.

- **Enterprise Resource Planning (ERP) System Upgrade (PRISM) $8,000,000**
  PRISM is the County's current ERP system. This system includes the County's Finance and Human Resource support systems. The refresh project will replace the existing PRISM (based on Oracle's e-Business Suite) which is now over 13 years old, lacks modern technology and functionality, and will no longer be supported by the vendor. The new system will ensure ongoing vendor support, automation of additional business processes, utilization of modern cloud-based technology, hardened security capabilities, and improved efficiency of County operations. This funding is for year one of a project that will be crossing two years.

Public Safety $370,000

The Public Safety program funds will be used to fund key projects that will keep existing information technology systems refreshed or replaced on a reasonable life cycle so that the systems remain useful, operable, and responsive to public safety needs. There is also funding for a new initiative to help improve building functionality.

- **Police Computer Forensic Equipment $85,000**
  The forensic servers and workstation infrastructure are scheduled for refreshment every five years. Upgraded servers have the latest firmware and patching updates, keeping devices secure and in compliance with our specifications and needs. Modern servers can reduce data space requirements, maintenance time and licensing costs. Management tools offered by newer hardware also allow better workload tracking and performance analysis.

- **Sheriff's Office Wireless Access Assessment $100,000**
  These funds will be used for an analysis of the existing wireless system in the Detention Facility. This analysis will identify the areas where new access points are needed to ensure complete coverage throughout the building.

- **Fire Department Command Vehicle Technology** **$120,000**
  The Arlington County Police Department (ACPD) sold their command vehicle in FY 2020 in order to purchase a more suitable vehicle in the future. During this gap, ACPD will be sharing the Fire Department's command vehicle. The Fire Department's vehicle is due for a technology refresh (computers, wireless technology, audio/video conferencing systems, etc.). The current technology is 10 years old.

- **Police In-Car Camera Video System – Server Refresh** **$65,000**
  The existing servers for the in-car camera video system used in Police vehicles are scheduled for refreshment every five years. The system itself has a ten-year life, and during the mid-cycle of the existing system, the servers require a replacement as they cycle out of warranty. Refreshment of this hardware ensures maintaining the health of the overall system and meeting a ten-year useful life.

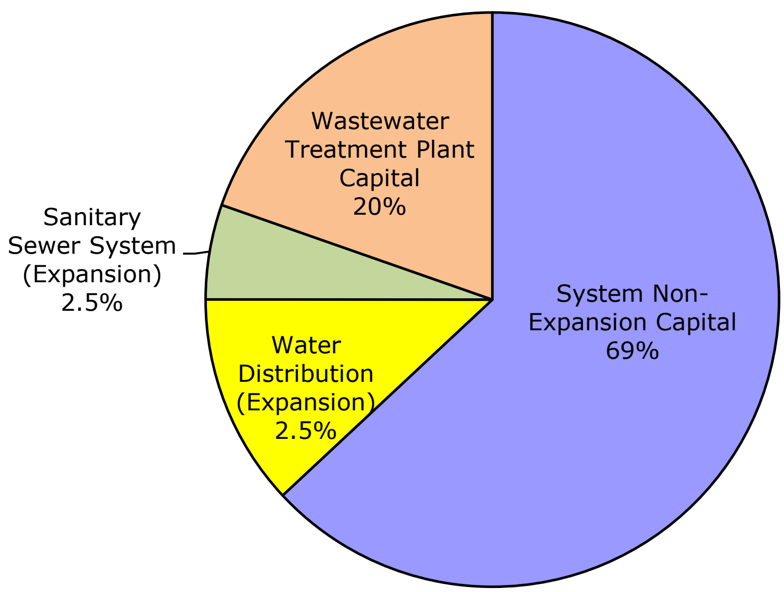
Parks Synthetic Turf Replacement Program **$773,200**
The synthetic turf program for FY 2021 is for the replacement of an existing synthetic turf field that is approaching the end of its useful life. Synthetic turf has outstanding field performance characteristics and has proven to be an effective surface that can sustain significant hours of play all year round.

- **Virginia Highlands Park Synthetic Field Replacement** **$773,200**
  These funds will be used for the design and construction for the rectangular community synthetic field at Virginia Highlands Park, which has reached the end of its useful life. Work includes replacement of synthetic turf and infill and repairs to the field base layer.

Our Mission: To provide and maintain a water distribution system, a sewage collection system, and a wastewater treatment plant

The Department of Environmental Services is responsible for managing the Utility Fund, which includes providing and maintaining a water distribution system, a sewage collection system, and a wastewater treatment plant. The Proposed FY 2021 Utility Fund Pay-As-You-Go Budget Summary, program budget appropriation distribution graph, project descriptions, and fund statement are included on the following pages.

Distribution of Fund Budget



PROGRAM CATEGORY	AMOUNT
UTILITIES	
Wastewater Treatment Plant Capital	$4,603,000
System Non-Expansion Capital	14,769,000
Water Distribution System Improvements (Expansion)	2,800,000
Sanitary Sewer System Improvements (Expansion)	1,250,000
Total Project Cost	23,422,000
Less: Infrastructure Availability Fees & Other Revenue	11,267,000
Net Utilities Funds Support	**$12,155,000**

Note: Other revenue includes non-expansion interjurisdictional revenue of $2,917,000 and interest income of $350,000.

FY 2021 PROPOSED UTILITIES BUDGET

Wastewater Treatment Plant Improvements (Non-Expansion) **$4,603,000**

- **Water Pollution Control Plant Maintenance Capital Program.** This program provides for the annual repair, replacement, and upgrade of current equipment and infrastructure at the plant and lift stations. Major program components include refurbishing or replacing equipment to prevent premature failure, infrastructure improvements, and automating treatment processes to increase operational efficiency, reliability, and redundancy. Additionally, studies of alternative treatment processes to increase efficiency and reduce environmental impact are funded through this program ($944,000).
- **Solids Master Plan Phase 1 - Immediate Needs.** Immediate project needs to replace solids handling critical equipment that are failing, labor-intensive, and costly to maintain. These include the motor control center replacement at the Preliminary Treatment Building and the bar screen and scum concentrator replacements ($515,000).
- **Solids Master Plan Phase 2 – Intermediate Needs.** Projects that need to be completed in advance of Phase 3 which may involve additional equipment replacement or demolition of underutilized facilities in preparation for the Phase 3 construction ($500,000)
- **Solids Master Plan Phase 3 – Class A Biosolids / Long Range Needs.** The Solids Master Plan will modernize solids treatment facilities and create opportunities for resource recovery. The plant currently produces an alkaline stabilized Class B biosolids product but is planning to produce Class A biosolids after the plan's implementation. This phase implements the long-term solution to producing a Class A biosolids product. The Solids Master Plan was approved by the County Board in July 2018 with a commitment to continue to communicate with stakeholders and to collaborate with local utilities. In FY 2021, design is expected to begin for this multi-year construction program ($340,000).

- **Technology Enhancements.** This program provides funding for the Plant's Process Control System (PCS) and other networked cybersecurity related initiatives. Several discrete projects have been identified as part of this program ($628,000).
- **Asset Management and Work Order System Replacement.** The current asset management and work order system is nearing end of life, so this funding will be used to implement a replacement system ($170,000).
- **Improvements to Eads St. Property.** Funding for improvements to a property near the Water Pollution Control Plant that the County purchased in March 2010. This facility serves as the plant's off-site warehouse ($493,000).
- **Primary Clarifier Upgrades.** This project will evaluate and rehabilitate / improve equipment and facilities associated with the primary clarifiers to ensure alignment with industry best practices. The last upgrade to the system was approximately twenty years ago. A holistic assessment of the equipment, facilities, process, and future needs is desirable to determine what improvements are needed to ensure the continued reliability and sustainability of this system ($85,000).
- **Secondary Clarifiers.** Rehabilitation and / or replacement of secondary clarifiers 1, 2, and 3 is necessary to restore the tanks to full working condition and help assure compliance with the permit ($170,000).
- **Odor Control Upgrades.** This project will design and construct improvements to the three odor control systems at the WPCP to address capacity, efficiency, and maintenance issues ($128,000).
- **Blue Plains Plant Capital.** The District of Columbia Water and Sewer Authority Blue Plains Plant processes a portion of Arlington County's sewage after transmission through Fairfax County mains. The capital program funds Arlington's annual payment through Fairfax County to the Blue Plains Plant for capital improvements. It also funds improvements to the transmission system. Payment is due under the terms of the October 3, 1994, Sewage Conveyance, Treatment, and Disposal Agreement with Fairfax County ($630,000).

System Non-Expansion Capital **$14,769,000**

The funding for these projects comes primarily from a transfer from the Utilities Operating Fund, which is an enterprise fund. The revenues for this enterprise fund are derived primarily from water and sewer utility billings. Infrastructure Availability Fees (IAF) charged to new users who increase demands on the system are an additional funding source for these projects. The following projects and programs are planned to replace and rehabilitate the County's water distribution and sewage collection system, and to pay for the County's share of planned capital improvements at the Washington Aqueduct.

- Water main replacement program ($4,500,000)
- Non-expansion inflow and infiltration sanitary sewer capital repairs and replacements ($3,500,000)
- Water main cleaning and re-lining projects ($1,800,000)
- Sewer main replacement program ($600,000)
- Water / sewer frames and covers ($800,000)
- Large diameter sewer rehabilitation / replacement ($650,000)
- Manhole rehabilitation ($500,000)
- Water Tank Rehabilitation ($375,000)
- Technology enhancements ($300,000)
- Small diameter valve rehabilitation and replacement ($250,000)

- Large meter vault rehabilitation and replacement ($200,000)
- Large diameter water main rehabilitation / replacement ($450,000)
- Capital improvements at the Washington Aqueduct ($844,000), from which the County purchases drinking water. Arlington County pays approximately 16.25 percent of the capital costs for this organization.

Water Distribution System Improvements (Expansion) $2,800,000

The water main projects in this program are designed to improve overall capacity or operation of the water distribution system. These projects are part of the Water Master Plan. Funding for these projects is generated from fees charged to new users who increase demands on the water distribution system.

- Improvements for development ($550,000)
- Fort Myer Heights ($1,000,000)
- Pump station improvements ($500,000)
- Source water reliability and interconnections ($500,000)
- Gravity transmission mains - B2 and B3 ($250,000)

Sanitary Sewer System Improvements $1,250,000

The sanitary sewer improvements are intended to provide additional capacity to existing sanitary sewer lines to accommodate new development in Arlington County. These projects are part of the Sanitary Sewer Master Plan. Funding for this program is generated from fees charged to new users who increase demands on the sewer system.

- Improvements for development ($250,000)
- Potomac Interceptor: Phase 2 ($1,000,000)

TOTAL UTILITIES BUDGET $23,422,000

UTILITIES CAPITAL PROJECTS FUND

FUND STATEMENT

	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 RE-ESTIMATE	FY 2021 PROPOSED
ADJUSTED BALANCE, JULY 1	**$53,281,205**	**$46,982,005**	**$49,966,423**	**$26,066,423**
REVENUES:				
Infrastructure Availability Fees	6,158,068	5,000,000	7,000,000	8,000,000
Sewage Treatment Service Charges	1,397,982	888,500	888,500	2,917,000
Interest	1,372,367	100,000	325,000	350,000
Misc. Revenue	6,428	-	-	-
TOTAL REVENUE	8,934,845	5,988,500	8,213,500	11,267,000
Transfers In (Out):				
Transfer in from General Fund	400,000	-	-	-
Transfer In from Utilities Operating Fund	14,025,300	14,190,500	14,190,500	12,155,000
TOTAL TRANSFERS IN	14,425,300	14,190,500	14,190,500	12,155,000
TOTAL BALANCE, REVENUES AND TRANSFERS IN	76,641,350	67,161,005	72,370,423	49,488,423
EXPENDITURES:				
Capital Projects - Current Year	19,979,500	20,179,000	20,179,000	23,422,000
Capital Projects - Carry-Over	6,695,427	7,731,000	26,125,000	16,495,000
TOTAL CAPITAL EXPENDITURES:	26,674,927	27,910,000	46,304,000	39,917,000
BALANCE, JUNE 30	**$49,966,423**	**$39,251,005**	**$26,066,423**	**$9,571,423**

Most capital projects span multiple years, from design to construction completion. The FY 2019 Actual and FY 2020 Re-Estimate columns reflect that funding for capital projects are carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds. The FY 2021 Proposed Budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staff's best estimates based on preliminary plans and design and construction schedules.

GLOSSARY

ACVS	Arlington Convention and Visitors Service
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
ACFD	Arlington County Fire Department
AEC	Arlington Employment Center
AED	Arlington Economic Development
AHC	Arlington Housing Corporation
AHIF	Affordable Housing Investment Fund
AID TO LOCALITIES	Financial assistance in the form of grants, reimbursements for personnel services, local portions of fee and tax revenues, and any other monies allocated to local jurisdictions by the Commonwealth of Virginia.
AIRE	Arlington Initiative to Rethink Energy
ALLOCATE	To set apart or earmark for a specific purpose.
APPROPRIATION	A legal authorization approved by the County Board to expend or obligate a specific level of funds for an approved program. The County Board appropriates funds for programs by department or agency, and the County Manager has the authority to approve transfer of funds within a department or agency. The County Board sets an initial appropriation for each fiscal year and then may amend that appropriation during the course of the fiscal year, as it deems necessary (see Supplemental Appropriation).
APS	Arlington Public Schools
ART	Arlington Transit
ASSESS OR ASSESSMENT	(1) As a verb, the process of making the official valuation of property for purposes of taxation. (2) As a noun, the value set for a particular piece of property by the assessor.
AUTHORIZED FTEs	The full count of staff positions approved by the County Board.

BALANCED BUDGET	The County Manager annually proposes, and the County Board adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also executes the budget each year so that expenditures will not exceed revenues.
BASE BUDGET	Terminology used in the Proposed Budget document referring to the budget as proposed by the County Manager. It does not include Program Change Proposals, Strategic Initiatives, or Policy Priorities that have not been funded within the base budget.
BID	Business Improvement District. A designated portion of the County in which the property owners are levied a special tax assessment to fund improvements and enhancements in that area. The first BID to be designated was in Rosslyn in 2002. A second BID in Crystal City was designated in 2006, and a third in Ballston was established in January 2011.
BOND FINANCING	Refers to the method of financing capital improvement projects. Arlington County generally sells capital improvement general obligation bonds. The bonds are issued for a 20-year period and repaid on a level principal basis. Arlington County must seek voter approval to issue general obligation bonds in November of even-numbered calendar years.
BPOL	Business, Professional, and Occupational License tax
BUDGET	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, as well as identifies the revenues necessary to finance the plan. The annual County budget is established by County Board resolution.
BUDGET GUIDELINE	The explicit dollar amount given to each department or agency for its operating budget ceiling. The budget guidelines are calculated initially by the Department of Management and Finance (DMF), and approved and agreed upon by each department or agency. Each guideline is developed considering the issues facing the department as well as the overall financial position of the County government.
BUDGET PLANNING ESTIMATE	Budget guidance founded upon projected revenues, established by the County Board, directing the County Manager's preparation of the Proposed Budget, including a transfer for the School Board.
BUDGET REDUCTION	Items, programs, or positions specifically identified within a department or division which have been removed from the department or division's base budget to generate savings to the General Fund or other funds. Budget reductions may also be achieved through revenue increases, which reduce the reliance on net tax support.
CAFR	Comprehensive Annual Financial Report – the County's annual audit report.

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.
CDCAC	Community Development Citizens Advisory Committee
CDBG	Refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve the housing, neighborhood, and economic conditions of Arlington County's low- and moderate-income residents through a comprehensive approach to planning and implementing programs and activities.
C&I	Commercial and Industrial Property Tax
CMO	County Manager’s Office
CSBG	Community Services Block Grant
CHARGE OUT/BACK	Refers to the process by which departments assess the costs that pertain to capital project design and implementation contained in their budgets to pay-as-you-go and bond funds. This procedure removes the expense from the department's budget.
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
CONSTITUTIONAL OFFICES	Refers to the offices or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. In Arlington, the Sheriff, Treasurer, Commissioner of Revenue, Clerk of the Circuit Court, and Commonwealth’s Attorney are the five Constitutional Officers.
CONTINGENT	Funds set aside to provide for unforeseen expenditures or new projects initiated after the fiscal year has begun, e.g., General Fund General Contingent or Affordable Housing Investment Fund Contingent.
COOP BUDGET	Referring to the State Cooperative Health Budget, it is a revenue paid to the County by the Virginia Department of Health as set forth in the contract for the local administration of health services.
CPHD	Department of Community Planning, Housing and Development
CPI	Consumer Price Index. This measure, which is produced by the United States Bureau of Labor Statistics, estimates the average price of consumer goods and services purchased by households.

CRITICAL MEASURE	A type of outcome measure that indicates how well a program is performing key services to achieve program goals and objectives.
CSA	Comprehensive Services Act for Youth and Families
CSB	Community Services Board (also known as the ACSB, Arlington Community Services Board). A County Board appointed board which has by authority of the code of Virginia oversight over mental health, intellectual disability, and substance abuse services in the County.
CY	Calendar Year
DCJS	Department of Criminal Justice Services
DEBT SERVICE	The amount of principal and interest that the County pays on its bond financing.
DEPARTMENT	An entity, such as the Department of Human Services, that coordinates services in a particular area.
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 (formerly called the Department of Parks, Recreation, and Cultural Resources – PRCR)
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, reducing the authorized staffing level.
ENCUMBRANCES	Funds set aside to pay for contracted goods and services. Encumbrances represent the dollar amount to be paid upon completion of the contract.

ENTERPRISE FUND	Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users. The Utilities Fund and the CPHD Development Fund are the County's two primary enterprise funds.
ERMS	Electronic Records Management System
EXPENDITURES	Outflows of cash or liabilities incurred as a result of rendering services or carrying out other activities that constitute the entity's ongoing or major operations.
FISCAL YEAR	In Arlington County, the 12 months beginning July 1 and ending the following June 30th. (The federal government's fiscal year begins October 1.)
FRINGE BENEFITS	The fringe benefit expenditures included in the budget are the County's share of the costs above base salary for employees, due to additional benefits provided or federally mandated costs. Major fringe benefits provided by Arlington County include: retirement, FICA, health insurance, life insurance, and transit subsidies. The amount of the fringe benefit is based on a percentage of an employee's salary or a set amount. Other County benefits include unemployment and worker's compensation and disability insurance. Fringe benefits costs are borne by the County and the employee in most cases.
FROZEN FTE	In order to meet guideline reductions, some departments elect to hold positions vacant for the coming fiscal year. In doing this, the authorization for the position remains with the department, but the dollars needed to fund the position have been removed from the base budget.
FSA	A flexible spending account (FSA) is an account that allows an employee to set aside a portion of earnings to pay for qualified expenses, most commonly for medical expenses and dependent care. Money deducted from an employee's pay into an FSA is not subject to payroll taxes.
FULL-TIME EQUIVALENT (FTE)	The measure of authorized personnel. It is calculated by equating 2,080 hours of work per year (2,912 for uniformed firefighters) with the full-time equivalent of one position (referred to in the budget as an FTE).

FUND	A separate accounting unit comprised of its own specific revenues and expenditures, and assets and liabilities. Each fund in the County's accounting structure is established to segregate a particular set of fiscal activities. Separate funds, established by the County, include the General Fund, which is the general operating fund of the County and is used to account for general government revenues and expenditures; the School Operating Fund, which details revenues and expenditures for the County's public school system; and the Utilities Fund, which details the fiscal activities of the County's water, sewer, and wastewater treatment plant. Other funds are established to isolate capital expenditures as well as inter-governmental service organizations, which sell their services (as would private enterprise) to other County agencies.
FUND BALANCE	The balance of resources remaining at the end of a fiscal year, calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and subtracting that year's expenditures. Fund balance is available to support the spending needs of the fund.
FUNDED FTEs	The number of full-time equivalent positions for which the resources to support the positions have been included in the budget. The count of funded FTEs is calculated as the number of authorized FTEs less the number of frozen FTEs.
FUND TRANSFER	Movement of resources from one fund to another, which is authorized by the County Board. This is primarily done between the General Fund and other operating funds, for example, General Fund transfer to the Automotive Equipment Fund for new vehicles authorized by the County Board.
FY	Fiscal Year
GENERAL FUND (GF)	A fund type used to account for the ordinary operations of County government that are financed from taxes and other general revenues and are not accounted for in other funds. This is the most important fund in the Arlington County budget, and it is comprised primarily of local tax revenues and fees.
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	U. S. Department of Housing and Urban Development
IDA	Industrial Development Authority
INDIRECT COST	Expenditures that are required in the production of a good or service which cannot be directly traceable to the good or service.
INTERNAL SERVICE FUNDS	Funds established to finance and account for services furnished by a designated County agency to other agencies, where the service is provided on a cost reimbursement basis. Internal Service Funds include Printing and Automotive Equipment.
JFAC	Joint Facilities Advisory Committee
JTPA	Job Training Partnership Act
LIB	Department of Libraries
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) and in FY 2019 (to $15.00 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	See "Operating Expenses"
NSA	Neighborhood Strategy Area
NVTA	Northern Virginia Transportation Authority
OBJECTIVE	Refers to a strategic position to be attained or a purpose to be achieved.
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."
PPTRA	Personal Property Tax Relief Act
PREA	Prison Rape Elimination Act
PRODUCTIVITY/EFFICIENCY SAVINGS	Items, programs, and tasks identified by each department or agency that have been altered or eliminated to produce a more efficient use of resources.
PRIIA	The Passenger Rail Investment and Improvement Act of 2008
PROGRAM	A part of an organization with definable and unique functions, goals, or objectives. Two examples are the Residential Refuse and Recycling Program within the Department of Environmental Services and the Madison Adult Day Health Care Center within the Department of Human Services.
PROGRAM CHANGE PROPOSAL (PCP)	A policy or program alternative (representing a change from current operations) identified by the County Manager for County Board consideration. PCPs are not included as recommended items financed within the base budget; rather, these proposals are options to add or subtract from the budget as proposed. Also referred to in some years as "Policy Priorities" or "Strategic Initiatives."
PROGRAM GOAL	A general statement of purpose. A goal provides an operating framework for each program unit and reflects realistic constraints upon the unit providing the service.
PSC	Public Service Corporation
REAL PROPERTY	Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.
REEP	Arlington Education and Employment Program
REVENUE	Income that Arlington County collects and receives into the treasury for public use. Taxes, fees for services, and grants are sources of revenue, for example.
REVISED BUDGET	A presentation of the budget sometimes used for comparative purposes, which includes the budget adopted by the County Board, plus specific supplemental appropriations approved by the Board during the course of the fiscal year.
SCAAP	State Criminal Alien Assistance Program

SHORT-TERM FINANCING	Short-term financing is a financing mechanism with a short maturing rate used to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years. The County had previously used master lease financing as the tool for these types of purchases.
SPECIAL REVENUE FUND	Funds established to segregate resources restricted to expenditures for a specific purpose. The Rosslyn Business Improvement District fund is an example of a special revenue fund.
STATE SHARE	Revenue in the Department of Human Services which flows through a variety of state agencies to the County in support of human service programs. The funding may originate as state or federal funds, but all comes through the state, often on a block grant or formula basis.
SUPPLEMENTAL APPROPRIATION	An increase to a department's budget (spending authority) approved by the County Board during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.
SUPPORTING MEASURE	A type of output measure that indicates the amount of services a program provides and supports the achievement of critical measures. Outputs are the amount of services a program provides. These services support the program achieving its desired results or the outcome.
TANF	Temporary Assistance for Needy Families
TAX BASE	The total market value of real property (land, buildings, and related improvements), public service corporation property, and personal property (cars, boats, and business tangible equipment) in the County.
TAX RATE	The level of taxation stated in dollars. For example, the adopted FY 2020 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.
VHDA	Virginia Housing & Development Authority
WIA	Workforce Investment Act

WMATA	Washington Metropolitan Area Transit Authority
WORKLOAD MEASURES	Represent the numerical inputs, outputs and/or outcomes of County operating programs.

GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund [1]			Other Funds [2]			Total Government Funds[3]		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	**$181,910,989**	**233,125,099**	**$233,125,099**	**$422,622,946**	**$407,314,061**	**$330,718,093**	**$604,533,935**	**$640,439,160**	**$563,843,192**
REVENUES									
Real Estate Tax	$745,871,153	$771,036,860	$806,680,276				$745,871,153	$771,036,860	$806,680,276
Personal Property Tax	117,994,658	119,052,147	122,252,147				117,994,658	119,052,147	122,252,147
BPOL Tax	69,913,868	69,020,000	74,860,000				69,913,868	69,020,000	74,860,000
Sales Tax	44,047,335	44,700,000	47,500,000				44,047,335	44,700,000	47,500,000
Transient Tax	24,623,589	26,000,000	26,000,000				24,623,589	26,000,000	26,000,000
Utility Tax	16,462,272	16,152,000	17,200,000				16,462,272	16,152,000	17,200,000
Consumption Usage Tax	788,931	800,000	800,000				788,931	800,000	800,000
Meals Tax	40,168,158	40,900,000	42,310,000				40,168,158	40,900,000	42,310,000
Communications Tax	6,460,605	6,300,000	6,100,000				6,460,605	6,300,000	6,100,000
Other Local Taxes	18,295,925	17,660,000	18,565,000				18,295,925	17,660,000	18,565,000
Subtotal Taxes	**1,084,626,494**	**1,111,621,007**	**1,162,267,423**				**1,084,626,494**	**1,111,621,007**	**1,162,267,423**
Licenses, Permits and Fees	12,150,581	12,382,803	14,330,893				12,150,581	12,382,803	14,330,893
Fines, Interest, Other	35,239,928	23,663,266	26,354,543				35,239,928	23,663,266	26,354,543
Charges for Services	62,380,067	64,252,642	66,035,658				62,380,067	64,252,642	66,035,658
Miscellaneous	13,440,611	46,886,302	23,834,269				13,440,611	46,886,302	23,834,269
Revenue from State	76,434,686	75,996,278	79,716,009				76,434,686	75,996,278	79,716,009
Revenue from Federal Govt.	17,649,033	16,067,363	16,145,620				17,649,033	16,067,363	16,145,620
Subtotal Other	**217,294,906**	**239,248,654**	**226,416,992**				**217,294,906**	**239,248,654**	**226,416,992**
TOTAL REVENUES	**1,301,921,400**	**1,350,869,661**	**1,388,684,415**	**290,345,602**	**245,252,781**	**260,303,693**	**1,592,267,002**	**1,596,122,442**	**1,648,988,108**
TRANSFERS IN	10,945,477	5,375,913	7,487,099	20,676,426	38,345,086	19,630,104	31,621,903	43,720,999	27,117,203
TOTAL BALANCES, REVENUES, & TRANSFERS IN	**$1,494,777,866**	**1,589,370,673**	**$1,629,296,613**	**$733,644,974**	**$690,911,928**	**$610,651,890**	**$2,228,422,840**	**$2,280,282,601**	**$2,239,948,503**
EXPENDITURES									
Operating Expenses	653,350,290	661,384,929	714,449,508	$256,942,862	$236,409,811	$237,104,743	910,293,152	897,794,740	951,554,251
Metro Operations	42,601,029	47,597,637	49,308,764				42,601,029	$47,597,637	49,308,764
Capital Outlay	5,667,108	23,601,546	6,952,022				5,667,108	$23,601,546	6,952,022
Contingents - General/Other	-	4,250,000	-				-	4,250,000	-
Contingents - Housing Fund	-	15,359,154	-				-	15,359,154	-
Subtotal	**701,618,427**	**752,193,266**	**770,710,294**	**256,942,862**	**236,409,811**	**237,104,743**	**958,561,289**	**988,603,077**	**1,007,815,037**
Debt Service	67,686,380	72,154,342	74,962,748	30,760,321	30,982,751	30,951,540	98,446,701	103,137,093	105,914,288
Subtotal County	**769,304,807**	**$824,347,608**	**$845,673,042**	**287,703,183**	**267,392,562**	**268,056,283**	**1,057,007,990**	**1,091,740,170**	**1,113,729,325**
Schools Transfer	491,718,375	531,404,884	550,005,390				491,718,375	531,404,884	550,005,390
Subtotal Schools	**491,718,375**	**531,404,884**	**550,005,390**				**491,718,375**	**531,404,884**	**550,005,390**
TOTAL EXPENDITURES	**1,261,023,182**	**1,355,752,492**	**1,395,678,432**	**287,748,311**	**267,889,222**	**269,070,283**	**1,548,771,493**	**1,623,641,714**	**1,664,748,715**
TOTAL CARRYOVER	**-**	**-**	**-**	**6,695,427**	**71,169,904**	**90,778,935**	**6,695,427**	**-**	**90,778,935**
TRANSFERS OUT	629,585	493,082	493,082	20,106,516	16,883,422	15,177,311	20,736,101	17,376,504	15,670,393
TOTAL EXP., CARRYOVER, & TRANSFERS	**1,261,652,767**	**$1,356,245,574**	**$1,396,171,514**	**$314,550,254**	**$355,942,548**	**$375,026,529**	**$1,576,203,021**	**$1,712,188,122**	**$1,771,198,043**
ENDING BALANCE	**$233,125,099**	**$233,125,099**	**$233,125,099**	**$419,094,720**	**$334,969,380**	**$235,625,361**	**$652,219,819**	**$568,094,479**	**$468,750,460**

Footnotes:
[1] Certain portions of fund balance have been reserved or designated by the County Board for specific purposes (See CAFR).
[2] Revenue and expenditure detail for Other Funds can be found in the fund statements contained in the Enterprise, Special Revenue, and Internal Service Fund section of this budget book.
3 Governmental Funds' Summaries adjusted in the FY 2020 Adopted Budget to include General Obligation Bonds for FY 2018, FY 2019, and FY 2020

GOVERNMENTAL FUNDS' SUMMARIES

	Ballston Business Improvement District			Rosslyn Business Improvement District			Crystal City Business Improvement District		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	**$14,621**	**$58,329**	**$63,465**	**$225,555**	**$184,473**	**$112,977**	**$38,081**	**$59,869**	**$28,886**
TOTAL REVENUES	**1,658,339**	**1,497,516**	**1,569,935**	**3,637,271**	**3,938,338**	**4,053,393**	**2,553,659**	**2,763,656**	**4,739,568**
TRANSFERS IN	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**1,672,960**	**1,555,845**	**1,633,400**	**3,862,826**	**4,122,811**	**4,166,370**	**2,591,740**	**2,823,525**	**4,768,454**
EXPENDITURES									
Operating Expenses	1,581,613	1,430,128	1,499,297	3,677,140	3,779,571	3,882,633	2,469,530	2,639,292	4,526,288
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**1,581,613**	**1,430,128**	**1,499,297**	**3,677,140**	**3,779,571**	**3,882,633**	**2,469,530**	**2,639,292**	**4,526,288**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**33,146**	**29,950**	**31,390**	**72,709**	**78,767**	**81,068**	**50,977**	**55,273**	**94,791**
TOTAL EXP., CARRYOVER, & TRANSFERS	**1,614,759**	**1,460,078**	**1,530,687**	**3,749,849**	**3,858,338**	**3,963,701**	**2,520,507**	**2,694,565**	**4,621,079**
ENDING BALANCE	**$58,201**	**$95,767**	**$102,713**	**$112,977**	**$264,473**	**202,669**	**$71,233**	**$128,960**	**$147,375**

	Community Development Fund			Housing Choice Voucher Fund			Utilities Fund		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	**-**	**-**	**-**	**$672,653**	**$895,509**	**$1,575,031**	**$17,345,388**	**$16,176,288**	**$14,127,555**
TOTAL REVENUES	**$4,960,543**	**$3,086,612**	**$3,231,142**	**19,009,710**	**19,207,074**	**19,688,410**	**99,017,611**	**102,936,845**	**104,667,295**
TRANSFERS IN	**94,981**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**5,055,524**	**3,086,612**	**3,231,142**	**19,682,363**	**20,102,583**	**21,263,441**	**116,362,999**	**119,113,133**	**118,794,850**
EXPENDITURES									
Operating Expenses	5,055,524	3,086,612	3,231,142	18,384,976	18,929,431	19,473,520	57,681,805	58,814,733	61,137,933
Debt Service	-	-	-	-	-	-	30,760,321	30,405,573	30,374,362
TOTAL EXPENDITURES	**5,055,524**	**3,086,612**	**3,231,142**	**18,384,976**	**18,929,431**	**19,473,520**	**88,442,126**	**89,220,306**	**91,512,295**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**	**14,025,300**	**14,237,500**	**12,155,000**
TOTAL EXP., CARRYOVER, & TRANSFERS	**$5,055,524**	**$3,086,612**	**$3,231,142**	**18,384,976**	**18,929,431**	**19,473,520**	**102,467,426**	**103,457,806**	**103,667,295**
ENDING BALANCE	**-**	**-**	**-**	**$1,297,387**	**$1,173,152**	**$1,789,921**	**$13,895,573**	**$15,655,327**	**$15,127,555**

GOVERNMENTAL FUNDS' SUMMARIES

	Automotive Equipment Fund			Printing Fund			Stormwater Fund		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	**$13,436,089**	**$11,022,051**	**$3,564,384**	**$29,886**	**$73,734**	**$50,525**	**$15,162,201**	**$14,438,224**	**$11,279,058**
TOTAL REVENUES	**19,076,630**	**17,726,234**	**18,606,065**	**2,138,819**	**2,170,000**	**2,365,459**	**10,760,502**	**11,211,095**	**12,026,019**
TRANSFERS IN	**-**	**56,740**	**30,000**	**242,337**	**249,600**	**246,382**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**32,512,719**	**28,805,025**	**22,200,449**	**2,411,042**	**$2,493,334**	**$2,662,366**	**25,922,703**	**25,649,319**	**23,305,077**
EXPENDITURES									
Operating Expenses	20,361,574	17,814,108	18,444,340	2,366,136	2,410,763	2,384,695	11,650,777	15,711,095	20,785,099
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**20,361,574**	**17,814,108**	**18,444,340**	**2,366,136**	**2,410,763**	**2,384,695**	**11,650,777**	**15,711,095**	**20,785,099**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**3,493,663**	**130,000**	**130,000**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**23,855,237**	**17,944,108**	**18,574,340**	**2,366,136**	**2,410,763**	**2,384,695**	**11,650,777**	**15,711,095**	**20,785,099**
ENDING BALANCE	**$8,657,482**	**$10,860,917**	**$3,626,109**	**$44,906**	**$82,571**	**$277,671**	**$14,271,926**	**$9,938,224**	**$2,519,978**

	Ballston Garage			Ballston Garage - 8th Level			CPHD Development Fund		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	**$3,238,595**	**$1,776,231**	**$1,410,403**	**$1,248,055**	**$1,420,299**	**$1,612,530**	**$17,132,194**	**$17,075,921**	**$20,904,665**
TOTAL REVENUES	**4,233,111**	**4,163,100**	**4,435,800**	**263,433**	**263,400**	**253,200**	**18,547,159**	**26,511,763**	**26,363,154**
TRANSFERS IN	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**7,471,706**	**5,939,331**	**5,846,203**	**1,511,488**	**1,683,699**	**1,865,730**	**35,679,353**	**43,587,684**	**47,267,819**
EXPENDITURES									
Operating Expenses	6,402,032	3,704,140	3,567,818	76,692	85,666	92,841	18,191,004	23,036,970	24,200,894
Debt Service	-	577,178	577,178	-	-	-	-	-	-
TOTAL EXPENDITURES	**6,402,032**	**4,281,318**	**4,144,996**	**76,692**	**85,666**	**92,841**	**18,191,004**	**23,036,970**	**24,200,894**
TOTAL CARRYOVER	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**6,402,032**	**4,281,318**	**4,144,996**	**76,692**	**85,666**	**92,841**	**18,191,004**	**23,036,970**	**24,200,894**
ENDING BALANCE	**$1,069,674**	**$1,658,013**	**$1,701,207**	**$1,434,796**	**$1,598,033**	**$1,772,889**	**$17,488,349**	**$20,550,714**	**$23,066,925**

GOVERNMENTAL FUNDS' SUMMARIES

	Transportation Capital Fund			Utilities Fund Capital			General Capital - PAYG		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	$174,783,749	$161,033,721	$146,001,751	$53,281,205	$46,982,005	$26,066,423	$104,016,887	$114,718,482	$79,718,482
TOTAL REVENUES	49,782,761	34,358,518	35,551,045	8,934,845	5,988,500	11,267,000	37,570,835		
TRANSFERS IN	-	-	-	14,425,300	14,190,500	12,155,000	5,667,108	23,601,546	6,952,022
TOTAL BALANCE & REVENUES & TRANSFERS IN	224,566,510	195,392,239	181,552,796	76,641,350	67,161,005	49,488,423	$147,254,830	$138,320,028	$86,670,504
EXPENDITURES									
Operating Expenses	50,505,726	32,006,586	32,865,983	19,979,500	20,179,000	23,422,000	32,536,348	23,601,546	6,952,022
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	50,505,726	32,006,586	32,865,983	19,979,500	20,179,000	23,422,000	32,536,348	23,601,546	6,952,022
TOTAL CARRYOVER	-	23,653,158	36,030,555	6,695,427	7,731,000	16,495,000	-	35,000,000	35,000,000
TRANSFERS OUT	2,430,721	2,351,932	2,685,062	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	52,936,447	58,011,676	71,581,600	26,674,927	27,910,000	39,917,000	32,536,348	58,601,546	41,952,022
ENDING BALANCE	$171,630,063	$137,380,563	$109,971,196	$49,966,423	$39,251,005	$9,571,423	$114,718,482	$79,718,482	44,718,482

	Columbia Pike TIF			Crystal City TIF			Travel & Tourism Promotion Fund		
	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	$374,083	$507,838	$1,191,355	$21,558,284	$20,891,087	$23,010,603	-	-	-
TOTAL REVENUES	189,070	496,660	1,094,670	6,369,654	5,964,730	6,202,220	$1,231,590	$1,300,000	$1,300,000
TRANSFERS IN	-	-	-	-	-	-	246,700	246,700	246,700
TOTAL BALANCE & REVENUES & TRANSFERS IN	563,153	1,004,498	2,286,025	27,927,938	26,855,817	29,212,823	1,478,290	1,546,700	1,546,700
EXPENDITURES									
Operating Expenses	-	-	-	4,478,775	5,964,730	6,202,220	1,478,290	1,546,700	1,546,700
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	45,128	496,660	1,014,000	4,478,775	5,964,730	6,202,220	1,478,290	1,546,700	1,546,700
TOTAL CARRYOVER	-	-	-	-	4,785,746	3,253,380	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	45,128	496,660	1,014,000	4,478,775	10,750,476	9,455,600	1,478,290	$1,546,700	$1,546,700
ENDING BALANCE	$518,025	$507,838	$1,272,025	$23,449,163	$16,105,341	$19,757,223	-	-	-

Ballston Quarter TIF

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
BEGINNING BALANCE	**65,420**	**-**	**-**
TOTAL REVENUES	**410,060**	**$1,668,740**	**$2,889,318**
TRANSFERS IN	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**475,480**	**1,668,740**	**2,889,318**
EXPENDITURES			
Operating Expenses	65,420	1,668,740	2,889,318
Debt Service	-	-	-
TOTAL EXPENDITURES	**65,420**	**1,668,740**	**2,889,318**
TOTAL CARRYOVER	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**65,420**	**$1,668,740**	**$2,889,318**
ENDING BALANCE	**410,060**	**-**	**-**

SELECTED FISCAL INDICATORS: FY 2012 - FY 2021

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
DOLLARS (IN MILLIONS)										
Total All Operating Funds	$1,304.0	$1,360.4	$1,416.2	$1,479.3	$1,528.2	$1,580.2	$1,725.6	$1,708.5	$1,717.8	$1,797.7
General Fund Expenditures	1,014.5	1,082.4	1,101.4	1,173.0	1,184.4	1,222.0	1,255.5	1,261.7	1,356.2	1396.2
State/Federal Revenue	88.5	80.1	86.0	85.2	88.8	93.4	92.9	94.1	92.1	95.9
METRO Operating Subsidy	24.5	25.5	28.2	29.9	30.3	30.3	36.2	42.6	47.6	49.3
County Govt. Debt Service	53.9	54.2	55.9	68.0	62.9	60.3	62.3	67.7	72.2	75.0
School Operating Fund	365.4	417.7	405.9	434.8	462.4	462.6	495.1	515.2	553.3	577.9
Operating Transfer	317.0	357.4	355.8	386.9	400.0	395.6	424.7	436.9	463.3	476.0
School Debt Service	34.8	35.4	42.9	44.1	44.5	46.2	50.3	58.4	59.2	60.4
Utilities Enterprise Fund	80.1	86.1	87.0	86.2	86.7	84.3	90.6	88.4	89.2	91.5
Housing and Community Development	1.9	4.5	2.8	1.2	1.5	3.6	1.9	5.1	3.1	3.2
Bonded Indebtedness (1)	802.0	892.4	886.5	898.5	882.5	990.3	1,083.9	1,167.4	1,247.2	1267.7
SHARES										
School Operating Fund as a Percentage of Total Funds	28.0%	30.7%	28.7%	29.4%	30.3%	29.3%	28.7%	30.2%	32.2%	32.1%
School Operating Transfer as a Percentage of General Fund	31.2%	33.0%	32.3%	33.0%	33.8%	32.4%	33.8%	34.6%	34.2%	34.1%
Total Debt service as a Percentage of General Fund Expenditures	8.1%	8.3%	8.4%	8.5%	8.2%	8.1%	8.8%	8.7%	8.9%	8.8%
Debt as a Percentage of Est. Actual Property Value (1)	1.3%	1.4%	1.3%	1.2%	1.2%	1.3%	1.4%	1.5%	1.6%	1.5%
PEOPLE										
Resident Population (2)	211,700	212,900	215,000	216,700	220,400	222,800	225,200	226,400	228,300	230,600
At Place Employment (2)	227,500	228,700	220,600	221,700	211,000	222,300	224,200	227,000	234,800	236,000
County FTE's	3,858.1	3,768.5	3,790.0	3,838.7	3,872.8	3,931.3	3,976.4	3,422.9	3,429.9	3,537.0
School Operating Fund FTE's	3,614.2	3,726.6	3,794.8	3,914.8	4,271.7	4,414.8	4,897.4	4,629.4	4,617.9	4,880.4
School Enrollment (3)	21,841	22,613	23,316	24,529	25,238	26,152	26,941	27,436	28,020	29,142

NOTES:

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

(2) Resident Population and At-Place Employment are taken from the Arlington County Profile for FY 2012 through FY 2018.
FY 2019 through FY 2021 population estimates reflect Arlington County CPHD Planning Division Estimates.

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

ARLINGTON
VIRGINIA

PRIOR YEAR CLOSEOUT (FY 2019) & FUND BALANCE CARRYOVER SUMMARY

Total Fund Balance from FY 2019	**$ 233,013,739**
FY 2020 ALLOCATION / APPROPRIATION	
Allocation to Reserves	
- General Fund Operating Reserve (committed)	74,593,507
- General Fund Operating Reserve (assigned)	
- Self Insurance Reserve (committed)	5,000,000
- Economic & Revenue Stabilization Reserve (committed)	6,700,000
- Economic & Revenue Stabilization Reserve (assigned)	6,781,228
Allocation to Housing	
- Allocation to Specific Projects (committed)	26,113,904
- Unallocated to Specific Projects (committed)	7,255,814
- Unallocated to Specific Projects (assigned)	15,313,904
Allocation to Schools	
- School FY 2019 Expenditure Savings (committed)	18,375,639
- School Share of Revenue (committed)	6,344,694
Allocation to Capital	
- Land Acquisition (committed)	
- Maintenance Capital / Other (committed)	16,776,098
- Maintenance Capital / Other (assigned)	15,968,901
Allocation to FY 2020 Operating Budget	
- Incomplete or New Projects (committed)	5,884,062
- Incomplete or New Projects (assigned)	7,016,220
GASB Adjustment for Unrealized Gains	4,882,159
Restricted for Seized Assets & Grants and Nonspendable Prepaid	1,764,279
FY 2020 TOTAL	**218,770,409**
UNALLOCATED BALANCES	**14,243,330**
Total Carryover	**$ 233,013,739**

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 2021 Proposed Budget, local taxes total $1.2 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.

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 and holds public hearings prior to final adoption of the budget for the upcoming fiscal year, and setting of tax rates for the current calendar year.

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

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

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

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

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

Budgetary Basis:

The budgets of the general government fund types, which include the General Fund, Special Revenue Funds, and General Capital Projects Funds, are prepared on a modified-accrual basis of accounting. Under this basis, expenditures are recorded when the associated liabilities are incurred, but revenues are generally recognized 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 Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on the basis of Generally Accepted Accounting Principles (GAAP). In accordance with the GAAP basis and GASB standards, the County is required to display its financial statements in two ways. In one set of statements, the "Government-wide Financial Statements," all funds are reported using the accrual basis of accounting, similar to the Enterprise Funds. In the other set of statements, the "Fund Financial Statements," the governmental fund types (General, Special Revenue Funds, and Capital Projects Funds) are reported using the modified-accrual basis of accounting.

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

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

Arlington County, Virginia
Annual Budget Cycle and Related Events

	July	August	September	October		November	December	January	February	March	April	May	June	July 1
Development of Upcoming Year's Budget	Departments verify and update position information in PRISM system	DMF, County Manager develop budget guidance for departments	DMF prepares budget worksheet in PRISM, distributes to Departments. Departments verify & modify worksheet and prepare supporting material.	Departments submit worksheet and supporting materials to DMF. County Board gives guidance to County Manager for upcoming budget.	or	DMF reviews budget submissions from departments, holds internal review meetings, meets with departments. County Board gives guidance to County Manager for upcoming budget.	County Manager reviews key budget issues, meets with departments, makes final decisions on proposed budget. Preparation of proposed budget materials begins.		DMF works with County Manager, departments to prepare proposed budget materials. County Manager presents proposed budget to County Board at February Board meeting	County Board holds work sessions with staff on proposed budget. County Board solicits public comment and input on proposed budget. Fiscal Affairs Advisory Commission reviews proposed budget, participates in County Board budget work sessions. Other commissions and groups review proposed budget. County Board reaches final decisions, adopts budget at April Board meeting.		DMF prepares materials for adopted budget book and posting to County website.	DMF and PRISM team load adopted budget into General Ledger module in PRISM. Adopted budget materials posted to County website, book completed.	New fiscal year begins
			County Manager solicits public comment and input on upcoming budget											
Closeout of Prior Fiscal Year / Current Year Budget Review		Departments submit requests for carryover PO's, incomplete projects to DMF	DMF reviews carryover requests, develops closeout recommendation for County Manager	County Manager presents closeout report to County Board	or	County Manager presents closeout report to County Board			Departments submit projections of expense and revenues for the rest of the current fiscal year			Fund transfers and other accounting clean-up begin in preparation for fiscal year close		
	Accounting clean-up in preparation for close of fiscal year, including accrual entries								DMF works with the County Manager to develop mid-year review; presented to County Board in March.		3rd Quarter Review presented to County Board			
Capital Improvement Plan (CIP) Activities NOTE: Pay-As-You-Go included in upcoming year's budget section above	County Board adopts language for upcoming bond referenda (even years)					Bond referenda (even years). Staff kick-off of CIP process (odd years).		CIP staff group reviews proposals from departments, makes recommendations to County Manager (even years)			County Manager presents proposed CIP to County Board.	County Board holds public hearing, work sessions (even years). Various boards and commissions review CIP.	County Board adopts CIP (even years). NOTE: Date could slide to July	
Other Related Events				Real estate and personal property taxes due on October 5th				Real estate assessments finalized and sent to property owners		Business, professional & occupational license (BPOL) taxes due March 1			Real estate taxes due on June 15th	

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 $68.5 million in funding is being allocated for FY 2021 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals approximately $45.0 million, or 5.3 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.

Indications are that Arlington continues to experience losses in its market-rate affordable housing units, due to redevelopment and increased rents. County residents continue to struggle to meet rising housing costs, especially in difficult economic times. Pressures on the supply of market-rate affordable housing units continue to grow, primarily due to rent increases. In addition, projected development in the Rosslyn-Ballston, Jefferson Davis, and Columbia Pike corridors will make it even more critical for the County to be strategic in allocating resources.

All of these housing programs are part of a comprehensive County effort to preserve and enhance affordable housing, governed by Arlington's Affordable Housing Principles and Goals. Affordable housing has for many years been a budget priority and the different County programs target different aspects of the housing challenge, ranging from rental assistance to acquisition of committed affordable housing to homeownership to code enforcement and tenant assistance. This summary provides Arlington's Affordable Housing Principles and Goals and multi-year budgeted expenditures. In FY 2018, several housing categories were consolidated to better reflect overall programs rather than individual activities that these programs support.

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

In addition to the progress made with the Affordable Housing Master Plan (AHMP), significant investments in FY 2021 to various housing programs include:

1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at a level of $18.7 million, of which, $9.79 million is one-time funding and $8.9 million is on-going funding.

2) Operational costs for the Comprehensive Homeless Services Center ($2,212,694) are included in the proposed FY 2021 budget. The center opened in early FY 2016 and provides a year-round shelter with comprehensive services to move homeless persons to permanent housing and support additional County office space.

3) The total funding for the Housing Grant Program in the FY 2021 Proposed Budget is $10,130,374 after the addition of $801,781 to fund the annual ongoing increase and the increase in Maximum Allowable Rent.

4) The addition of $251,736 to create a pilot Young Adult Foster Care Subsidy Program to offset housing and housing-related costs for young people who are aging out of the foster care system and enrolled in a higher education program (ages 18-24).

5) The FY 2021 proposed budget includes a total of $2,727,980 to support the Mary Marshall Assisted Living Residence which opened in November 2011. This 52-bed facility provides supportive housing with assisted living services for low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities.

ARLINGTON'S AFFORDABLE HOUSING PRINCIPLES & GOALS

Adopted by the County Board in September 2015

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

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

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

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

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

Principle 4: No one should be homeless.

Principle 5: Housing discrimination should not exist in Arlington.

Principle 6: Affordable housing should be safe and decent.

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

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

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

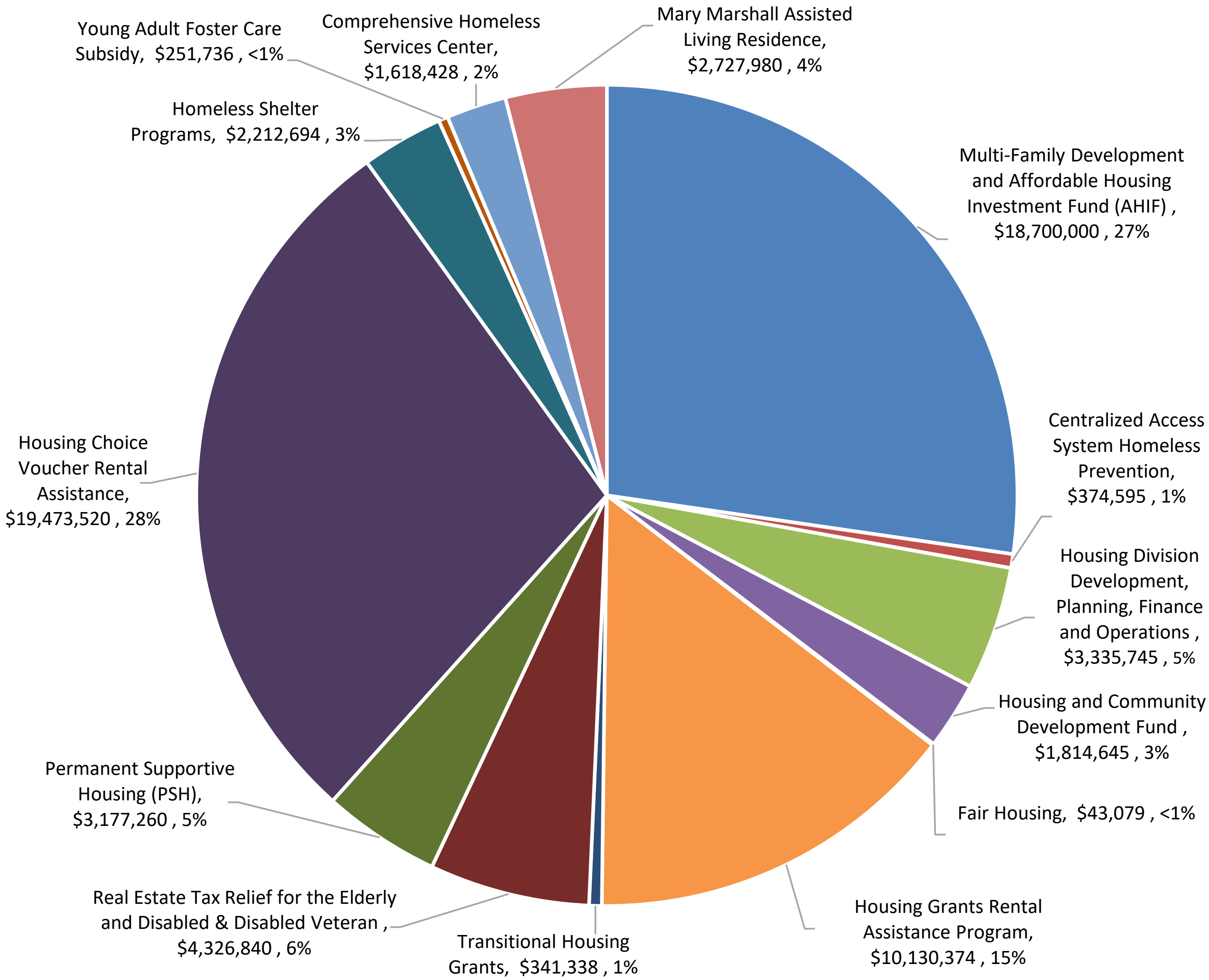
Goal 2: Arlington County shall ensure that all segments of the community have access to housing.

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

FUNDING SUMMARY

The County's housing programs are funded with a variety of local, state, and federal funding, and are managed through the Department of Human Services and the Department of Community Planning, Housing, and Development. Housing funding totals approximately $68.5 million for all funds in FY 2021. The General Fund net tax support equals approximately $45.0 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 2021 Expense Budget for Housing Programs



PROGRAM SUMMARY

HOUSING MULTI-DEPARTMENTAL PROGRAMS - FY 2016 ADOPTED TO FY 2021 PROPOSED

PROGRAM	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 PROPOSED
HOUSING						
Multi-Family Development & Affordable Housing Investment Fund (AHIF)	12,456,017	13,719,786	15,016,412	14,339,414	15,960,181	18,700,000
Housing Grants Rental Assistance Program	8,913,507	9,677,755	9,153,755	8,707,329	9,328,593	10,130,374
Centralized Access System Homeless Prevention	200,000	200,000	200,000	200,000	150,000	374,595
Permanent Supportive Housing (PSH)[5]	2,064,870	2,064,870	2,064,870	2,064,870	2,761,800	3,177,260
Housing Choice Voucher Rental Assistance	18,002,351	17,870,843	18,964,693	18,671,085	18,929,431	19,473,520
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veteran	4,870,200	4,250,000	4,400,000	4,200,000	4,242,000	4,326,840
Homeless Shelter Programs[1]	1,819,900	1,819,900	1,819,900	1,846,686	2,045,287	2,212,694
Homeless Subsidized Supportive Housing[1]	299,391	-	-	-	-	-
Transitional Housing Grants[1]	341,338	341,338	341,338	341,338	341,338	341,338
Young Adult Foster Care Subsidy [7]	-	-	-	-	-	251,736
Comprehensive Homeless Services Center	1,478,647	1,486,146	1,487,143	1,509,941	1,488,394	1,618,428
Mary Marshall Assisted Living Residence	2,432,458	2,432,458	2,533,752	2,571,383	2,648,524	2,727,980
Single-Family Homeownership and Repair Programs [2]	242,711	382,338	-	-	-	-
Housing and Community Development Fund [3]	110,000	255,603	1,208,588	1,373,598	2,106,606	1,814,645
Housing Division Development, Planning, Finance and Operations [4]	2,330,875	2,328,465	3,157,094	2,812,435	3,088,740	3,335,745
Fair Housing[6]	47,019	92,278	43,410	96,826	43,611	43,079
Total Program	**55,609,284**	**56,921,780**	**60,390,955**	**58,734,905**	**63,134,505**	**68,528,234**
Net Tax Support (A)	**$36,847,959**	**$38,253,921**	**$39,109,444**	**$37,352,018**	**$43,290,748**	**$45,006,086**

(1) Homeless Shelter Programs, Homeless Subsidized Supportive Housing, and Transitional Housing Grants are the components of Homeless Shelters/Transitional Housing.
(2) Single-family Homeownership and Repair Programs have been capitalized in prior years and therefore do not show County support in FY 2018, FY 2019, and FY 2020 Adopted Budgets.
(3) The increase in Community Development Fund costs between FY 2017 and FY 2018 is a result of including additional housing-related programs from Fund 206 to this summary.
(4) FY 2018 Adopted reflects a reorganization of Housing Division staff. The increase in Housing Division costs between FY 2017 and FY 2018 is a result of including housing-related personnel from Fund 206 to this summary.
(5) Local PSH and State funded PSH (Virginia Department of Behavioral Health & Developmental Services Grant).
(6) The County conducts a Fair Housing study every two years which costs approximately $50,000. The last study was performed in FY 2019.
(7) The Young Adult Foster Care Subsidy targeting young adults aging out of Arlington's Foster Care Program is new for FY 2021.
NOTE: (A) "Net Tax Support" is program expense less revenue; revenue is not shown but has been factored into the calculation.

FINANCIAL AND DEBT MANAGEMENT POLICIES

Budgeting, Planning, and Reserves

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

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

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

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

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

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

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

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

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

Capital Improvement Plan

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

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

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

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

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

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

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

Government and any entity that receives bond funding from the County (such as the Arlington County Public Schools and the Washington Metropolitan Area Transit Authority).

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

Debt Management

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

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

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

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

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

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

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

Variable Rate Debt

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

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

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

4. Before issuing any variable rate bonds, the County will determine the impact of the bonds on the County's total debt capacity under various interest rate scenarios; evaluate the risk

inherent in the County's capital structure, giving consideration to both the County's assets and its liabilities; and develop a method for budgeting for debt service.

Moral Obligation Debt or Support

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

Derivatives

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

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

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

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

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

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

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

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

7. All derivatives transactions will require County Board approval.

Special Revenue / Enterprise Funds

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

Utilities Fund

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

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

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

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

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

6. The Utilities Fund will be self-supporting.

Transportation Capital Fund

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

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

3. No more than three to five percent of annual funding should be used for project administration, indirect & overhead costs to support capital projects.

4. A reserve equivalent of ten to twenty percent of annual budgeted revenue will be established.

5. A five to ten year financial plan and model will be developed that integrates project cashflow forecasts, revenue projections, and financial / debt management policies and will factor in other non-County funding sources, including federal, state, regional, and private funding.

6. The County will prudently balance the use of new transportation funding sources between pay-as-you-go funding and leveraging through new bond issuance. Use of leveraging will be dependent on project size, cash flow, and timing projections.

7. If the County chooses to issue debt supported by dedicated transportation funding sources, such debt will be structured to be self-supporting and will not count against the County's general tax supported obligation debt ratios or capacity. Debt service coverage on such debt will range from 1.10 to 1.50 times, depending on the type of debt issued. The term on such bonds will not exceed the average useful life of the assets financed, and amortization will be structured to match the supporting revenue stream.

8. The Transportation Capital Fund will be self-supporting.

Tax Increment Funds

1. The intended use of TIF monies will be specified at the time of TIF creation; changes or additional uses will be determined as part of the annual budget process.

2. The assessed value of TIF areas will not exceed 25 percent of the County's total assessed valuation. As of January 1, 2016, existing TIF assessed valuation totaled 20 percent of County-wide assessed valuation.

3. The percent of TIF revenue available for the intended uses within a TIF area will be established at the creation of the TIF and will be less than or equal to 40 percent. This percent will be evaluated annually as part of the budget process.

4. The County will prudently balance the use of PAYG funding and leveraging through TIF bond issuances. Use of leveraging will be dependent on project type, size, cashflow and timing projections. Leveraging will only be used for capital projects that meet useful life and other requirements for bond issuance.

5. If the County leverages TIF revenue on its own behalf, it will target a minimum debt service coverage ratio of 2.0 times and establish an appropriate level of debt service reserves and / or other contingencies.

6. The County will establish additional policies pertaining to the leverage of TIF revenue by a private development entity prior to any such issuance.

7. A reserve equivalent to ten percent of annual budgeted revenue will be established.

Stormwater Fund

1. The County will annually develop a six year projection of stormwater operating and capital expenses.

2. The County will prudently balance the use of new stormwater funding sources between pay-as-you-go funding and leveraging through new bond issuance. Use of leveraging will be

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

3. The Stormwater Fund will maintain a reserve equivalent to three months' expenses.

4. Stormwater financial policies will be reviewed as part of the Municipal Separate Storm Sewer System (MS4) permit renewal cycle (every five years).

5. The Stormwater Fund will be self-supporting.

CPHD Development Fund

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

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

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.

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 were 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), the Historic Preservation Master Plan, the Community Energy Plan, and the Affordable Housing Master Plan.

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

Goals and Objectives

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

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

- Retention of the predominantly residential character of the County, and limitation of intense development to limited and defined areas;
- Promotion of sound business, commercial, and light industrial activities in designated areas appropriately related to residential neighborhoods;
- Development of governmental facilities, which will promote efficiency of operation and optimum public safety and service including the areas of health, welfare, culture, and recreation;
- Provision of an adequate supply of water effectively distributed;
- Maintenance of sewage disposal standards acceptable to the immediate County area and its neighbors in the entire Washington Metropolitan Area and consistent with the program of pollution abatement of the Potomac River;
- Provision of an adequate storm water drainage system; and

- Provision of an adequate system of traffic routes which is designed to form an integral part of the highway and transportation system of the County and region, assuring a safe, convenient flow of traffic, thereby facilitating economic, and social interchange in the County.

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

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

- Chesapeake Bay Preservation Ordinance and Plan
- Public Spaces Master Plan
- Historic Preservation Master Plan
- Community Energy Plan
- Affordable Housing Master Plan

Although the Planning Division in the Department of Community Planning, Housing and Development is responsible for the overall coordination and review of the Comprehensive Plan, several agencies within Arlington County are responsible for the review of the specific elements that make up the Comprehensive Plan. A web version, which includes the plan elements, can be found on the Department of Community Planning, Housing, and Development website. The "Essential Guide to Arlington County's Comprehensive Plan" was produced in 2017 and provides specific details on how the Comprehensive Plan is used, reviewed, the relationship of the individual elements and sub-elements to the overarching goals of the Comprehensive Plan, and the purpose, goals, history, and implementation of each element/sub-element. This is accompanied by a one-page overview and 70-page technical resource compiling the specific goals and objectives from each Comprehensive Plan element and sub-element.

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 reprinting of the General Land Use Plan will occur in February 2020, and the web version will continue to show amendments and other minor updates on a bi-annual basis. More information on the GLUP can be found on the GLUP webpage.

Department: CPHD

Master Transportation Plan

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.

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

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

A comprehensive update of the Master Transportation Plan began in 2004 with the following eight sub-elements adopted by the County Board and now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007), 2) Map Element (2007), 3) Bicycle Element (2008, updated 2019), 4) Pedestrian Element (2008), 5) Transportation Demand and System Management Element (2008), 6) Transit Element (2009, updated 2017), 7) Parking and Curb Space Management Element (2009), and 8) Streets Element (2011).

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 planned to begin in FY 2021, which would span multiple years and could result in a plan reorganization from the current element-based structure, as well as lead to a series of corridor plans to facilitate implementation of policy updates.

Department: DES

Storm Water Master Plan

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

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

To build on the adopted Stormwater Master Plan with more advanced analysis, a comprehensive risk assessment and mitigation plan is under development for 2020-2021 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, adopted by the County Board in September 1992, is the policy document that guides the operation, maintenance, and expansion of the County water system. The plan evaluates the existing water distribution system facilities and operation practices and determines the policy and facility improvements that will be necessary to provide and maintain the desired quality of service. In September 2014, the Plan was updated to address the challenges of an aging infrastructure by setting recommended investment and policy guidance.

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. An update to the Sanitary Sewer System plan is expected in FY 2021.

Department: DES

Recycling Program Implementation Plan and Map

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

Department: DES

Chesapeake Bay Preservation Plan and Preservation Area Map

Arlington County was required to adopt a new Chesapeake Bay element of its Comprehensive Plan, under the provisions of 9 VAC 10-20-220(A)(2). The purpose of the Chesapeake Bay Preservation

Plan is to satisfy this requirement of the Chesapeake Bay Preservation Area Designated and Management Regulations. The plan mirrors the key recommendations of the adopted Watershed Management Plan, focusing on recommended actions to mitigate stormwater impacts from development activity and the protection and restoration of stream valleys.

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

Department: DES

Public Spaces Master Plan

The County Board first adopted the Open Space Master Plan in 1984, updated and renamed it to the Public Spaces Master Plan (PSMP) in 2004, and adopted the most recent PSMP update in April 2019.

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

Department: DPR

There are 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".

An update to both the UFMP and NRMP is planned to begin in 2020, in a combined planning effort.

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 is expected to be completed in 2020.

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, resident, 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. Work to begin on the first update to the Historic Preservation Master Plan will get underway in 2020.

Department: CPHD

Community Energy Plan

In June 2013, the County Board adopted the original Community Energy Plan (CEP) and adopted a CEP update in September 2019. The purpose of the CEP is to define Arlington's energy goals and identify energy policies and practices that will drive Arlington to remain economically competitive, environmentally committed, and strategically served by secure, consistent and reliable energy sources and programs that are equitably available to all constituents. The plan sets broad goals and policies for a sustainable community over the next thirty years. 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 is guided by the Community Energy Plan Implementation Framework (CEP Implementation Framework), which lays out the strategies to achieve the CEP's goals and objectives. The County reviews and updates the CEP and Implementation Framework every five years. The energy sector is rapidly evolving on a functional, operational, resource diversification, financial, and technological basis. The five-year update cycle engages stakeholders to integrate these developments and resources.

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 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 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 (AHI Framework). The AHI Framework describes the existing and potential tools that will be the mechanisms for fulfilling the goals, objectives and policies of the AHMP. The framework provides guidance from the County Manager to staff for developing and overseeing specific policies and programs to meet the County's affordable housing needs. As part of Housing Arlington, the Affordable Housing Master Plan will undergo a review starting in 2020. The County Board launched Housing Arlington in March 2019, an umbrella program that takes a proactive, expanded approach to reach an equitable, stable, adaptive community. In addition to the review of the AHMP, it includes planning and implementation tools, housing policy, financial resources, and innovative local and regional public-private partnerships. The AHMP review will update the current needs and projections in the AHMP and engage the community to ensure that the AHMP continues to comprehensively address the future housing affordability needs of Arlington. The final outcomes will be reflected in an Affordable Housing Master Plan Review Report expected to be completed in 2021.

Department: CPHD

ARLINGTON COUNTY PROFILE

OVERVIEW OF ARLINGTON

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

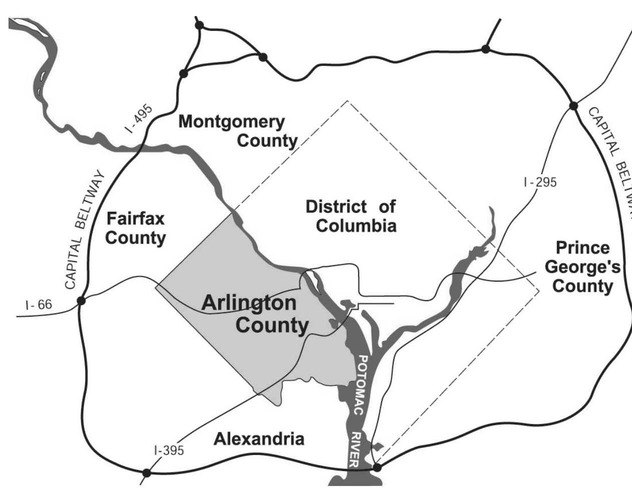
Annexation of any part of Arlington County by neighboring jurisdictions is prohibited by present law unless the entire County is annexed with the approval of County voters. There are no jurisdictions with overlapping debt or taxing powers. The water and sewage systems are operated on a self-supporting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

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

Arlington County has an estimated 2020 population of 228,400, an increase of 10 percent over the 2010 population. Additionally, Arlington is home to an estimated 234,800 jobs, as of January 1, 2020.

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

Economic activity in Arlington County has historically been closely associated with numerous governmental activities of the Washington Metropolitan region. In 2020 about 20.9 percent (or about 49,000) of the jobs in Arlington County are with the numerous federal, state or local government agencies. In recent years, however, the private employment base, particularly in the service sector, has increased substantially. The 2020 estimates show that sectors of the professional and technical services (24.3 percent and 57,000 jobs) and other services (22.4 percent and 52,500 jobs) have become the top industries for employment in Arlington County.



ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT

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

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

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

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

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

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

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

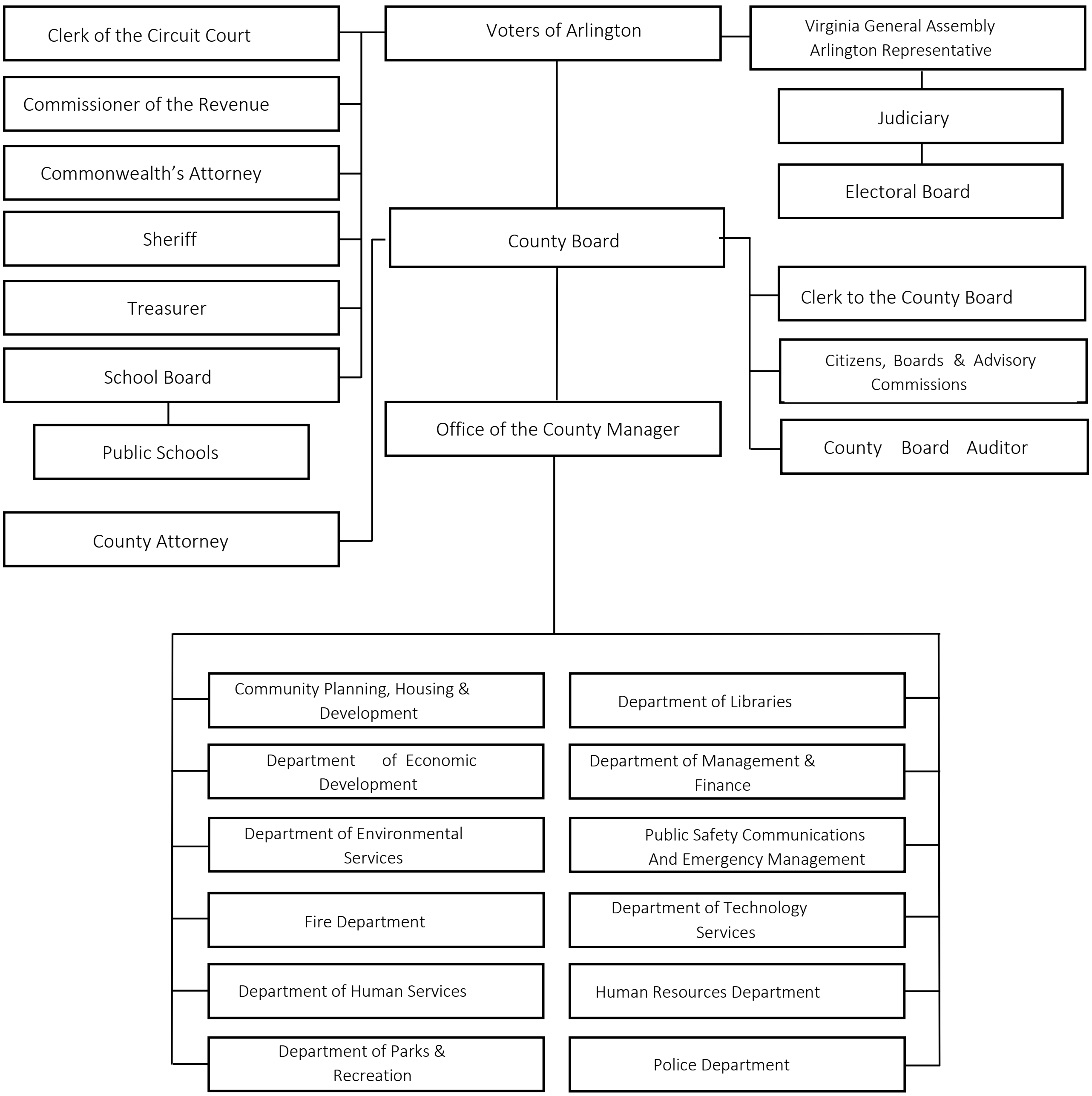
A 1992 revision of the State Code provided a local option to elect the School Board; Arlington voters chose to exercise that option via a November 1993 referendum. As of November 1994 and continuing each year thereafter, School Board members are elected.

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

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

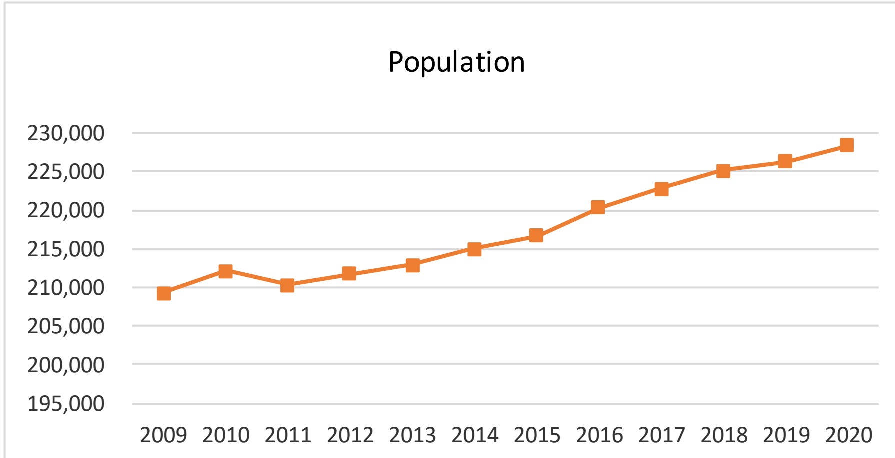
The structure of Arlington County's Government is depicted in an organizational chart on the following page.

ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT



DEMOGRAPHICS

The Department of Community Planning, Housing and Development (CPHD) estimates Arlington County's 2020 population to be 228,400. Arlington continues to be among the most densely populated jurisdictions in the country. The County's population has grown over the past eleven years, as shown in the chart on the following page, and is projected to continue at a similar rate. The 2011 dip in population is due to the use of 2010 Census Data. The population estimates for



2002-2009 used the 2000 Census as a base. The new 2010 Census data were used to recalibrate the CPHD's method for estimating Arlington's population for 2011 and beyond. Estimates for 2007-2009 and 2011-2020 are provided by CPHD and are based on new residential construction and estimates of average household size and vacancy rates. The 2010 number is based on the 2010 Census. CPHD estimates that 19.5 percent (43,530 persons) of the population are under the age 20. Individuals between the ages of 20-24 make up 6.8 percent or 15,590 persons. Those between the ages of 25-34 make up the largest share of the population at 24.1 percent or 54,960 persons. Persons between the ages of 35-44 represent 16.6 percent of the population (or 38,020 persons), those between the ages 45-64 make up 22.4 percent (or 51,060), those between the ages of 65-84 include 9.3 percent (or 21,280 persons) and those 85 and over represent 1.3 percent of the population (or 2,960 persons).

RACIAL/ETHNIC COMPOSITION

Arlington County takes pride in, and gains vitality from, the diversity of its population. According to the 2010 Census, 64.0 percent of Arlington residents are white, 15.1 percent are Hispanic, 8.2 percent are black or African-American, 9.6 percent are Asian or Other Pacific Islanders, and 3.0 percent identified as another race or two or more races. (Note: percentages may not add due to rounding.)

CPHD estimates that the aggregate population of Arlington increased by 9.6 percent between 2000 and 2010. (Note that staff believes the Census 2000 figure to be a bit lower than the actual population.) From 2000 to 2010 the largest increase in population among the racial/ethnic groups was an increase of about 18,472 among the white population. Among other groups, the Asian-Pacific Islander population also increased substantially, by 3,549 persons. The Hispanic population decreased by 3,886 persons and the African-American population decreased by 156 persons between 2000 and 2010. The following table shows the change in population among various racial/ethnic groups from 2000 to 2010. The 2000 and 2010 figures are from the Decennial Censuses. Race and ethnicity data from the 2020 Census will be included in this section once available.

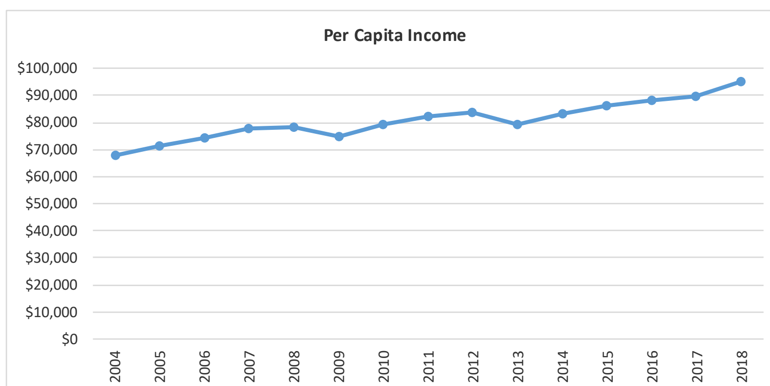
Racial/Ethnic Group	2000	2010	% Change
Non-Hispanic/Latino			
White alone	114,489	132,961	16.1%
Black or African American alone	17,244	17,088	-0.9%
Asian/Pacific Islander	16,346	19,895	21.7%
Other/MultiRacial	6,106	6,301	3.2%
Total Non-Hispanic/Latino	154,185	176,245	14.3%
Hispanic/Latino	35,268	31,382	-11.0%
TOTAL	**189,453**	**207,627**	**9.6%**

EDUCATION

Arlington's population is among the most highly educated in the country. According to the U.S. Census Bureau 2018 American Community Survey, 94.5 percent of all household residents age 25 and older were high school graduates, 74.6 percent were college graduates, and 39.7 percent had graduate or professional degrees. Of the Arlington Public School (APS) class of 2019-2020, 88 percent planned to pursue higher education, and the average expenditure per pupil was expected to be $19,921 in the 2020 fiscal year.

PERSONAL INCOME

The educational achievements of Arlington's population are reflected in the County's income statistics as well. In 2018, the Bureau of Economic Analysis reported that Arlington's per capita personal income was $95,198. According to the U.S. Census American Community Survey, the median household income in Arlington County in 2018 was $117,374. The Per Capita Income graph above shows the growth in per capita personal income since 2002. Income figures for 2004 through 2018 are from the U.S. Bureau of Economic Analysis.



HOUSING

According to CPHD estimates, there are 117,300 total housing units in Arlington as of January 2020. A housing unit is a multi-family dwelling or a single-family dwelling attached to other dwellings or a single-family detached dwelling. The majority (66.1 percent or 77,500) of housing units in Arlington are multi-family. There are an estimated 28,500 single-family detached (24.3 percent), 11,200 single-family attached housing units (9.2 percent) and 100 other types of housing units in Arlington. Since 2000, growth in housing units has been largely due to multi-family development. Between 2000 and January 2020, 25,167 new multi-family units have been completed (an increase of 48.0 percent), compared to 918 single family attached units. There has been a net gain of 851 single family detached units during the same time span. According to the

2018 American Community Survey, owners occupy 43.5 percent and renters occupy 56.5 percent of occupied housing units.

HOUSEHOLD COMPOSITION

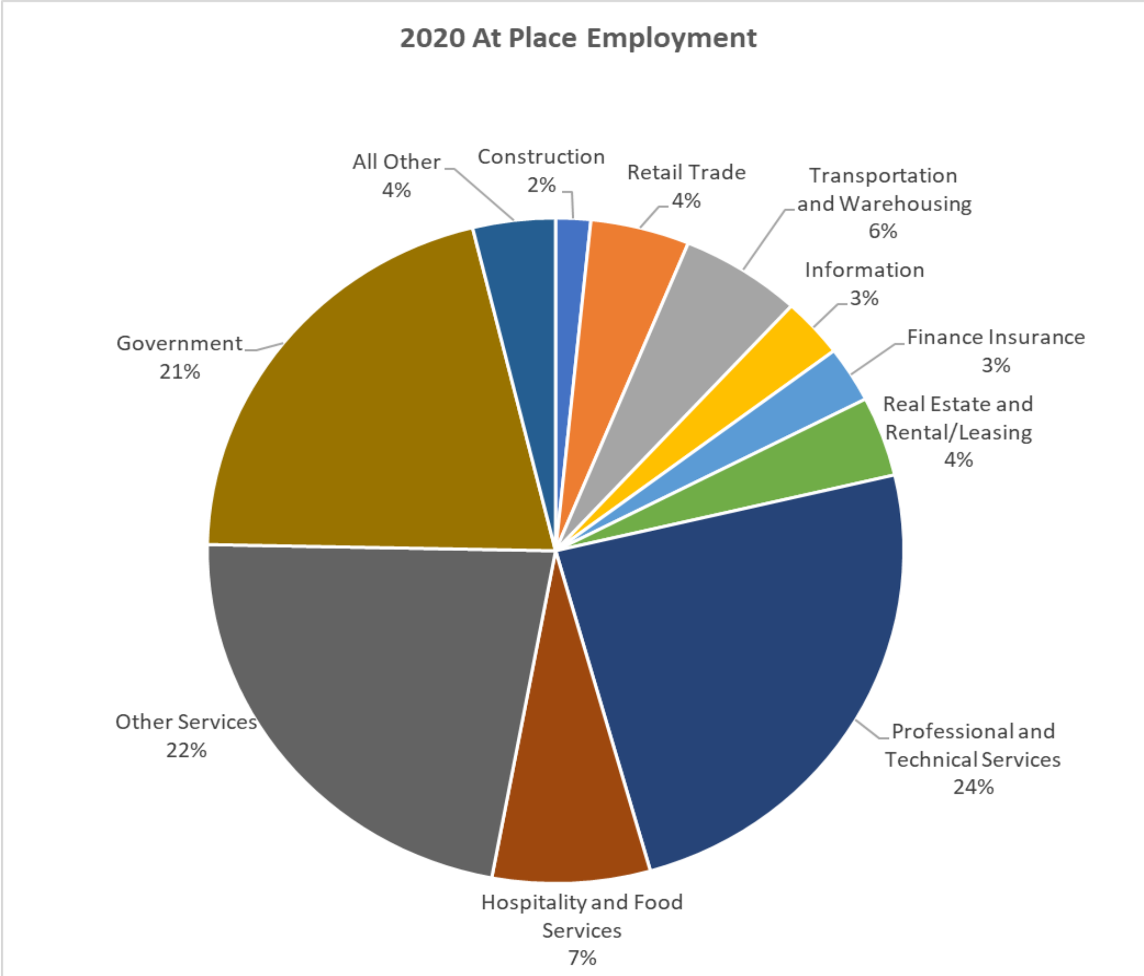
All persons living in a housing unit are termed a household. As of January 2020, CPHD estimates that there are 108,000 households in Arlington County. According to the 2010 Census the average household size is 2.09 persons. The 2010 Census also reports that an estimated 42.4 percent of Arlington households were family households and 57.6 percent were non-family households.

COMMUNITY FACILITIES IN ARLINGTON

▪ County Owned Parkland	925 acres	▪ Synthetic Fields	15
▪ NOVA Parks	136 acres	▪ Libraries	8
▪ Multi-Use Trails (Off-Street)	52	▪ Nature Centers	3
▪ County Owned Parks	148	▪ Senior Centers	5
▪ Tennis and Basketball Courts	180	▪ Community Centers	13
▪ Natural Grass Fields	82	▪ Fire Stations	10

AT-PLACE EMPLOYMENT

According to Arlington County estimates, the total number of jobs in the County increased by about 16.7 percent between 2000 and 2020. The service sector comprises a significant share of jobs in Arlington. About 24.3 percent of all jobs are in the professional and technical services sector. Another 22.4 percent of jobs are in other service sectors, including administrative, education, and health. The government sector also continues to comprise a large share of Arlington jobs. About 20.9 percent (49,000 jobs) of the County's January 2020 employment is estimated to be in government. 2017 was the first year in which a sector (professional and technical services) other than government held the highest percentage of at-place jobs in Arlington County.



At-Place Employment

Construction	3,800
Retail Trade	10,800
Transportation and Warehousing	13,200
Information	6,800
Finance Insurance	6,400
Real Estate and Rental/Leasing	9,100
Professional and Technical Services	57,000
Hospitality and Food Services	17,200
Other Services	52,500
Government	49,000
All Other	9,000
TOTAL	**234,800**

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

TOP 10 PRINCIPAL PRIVATE EMPLOYERS

	COMPANY	NATURE OF BUSINESS	ARLINGTON EMPLOYEES
1	Accenture	Consulting Services	2,500 – 4,999
2	Deloitte	Consulting Services	2,500 – 4,999
3	Virginia Hospital Center	Healthcare	2,500-4,999
4	Booz Allen Hamilton	Consulting Services	1,000 – 2,499
5	Gartner	Consulting Services	1,000 – 2,499
6	Bloomberg BNA	Information Services	750-999
7	LIDL	Supermarket	750-999
8	Marriott International, Inc.	Hotel	750-999
9	CACI	Consulting Services	500-749
10	Marymount University	Education	500-749
TOTAL			**12,750-24,490**

Source: QCEW 2Q 2019

SELECTED SERVICE INDICATORS

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
General Obligation Bond Rating	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
New Voters Registered by Electoral Board (Calendar Year)	11,905	25,000	12,000
Inspections Conducted for Fire Code Enforcement, fire protection system, and hazardous materials inspections	3,159	3,400	3,400
Percentage of Fire Emergencies Reached Within Four Minutes of Dispatch	60%	60%	60%
Fire/EMS/Public Service Responses	60,851	63,000	63,000
Refuse Collected on County and Contracted Routes (Tons)	27,367	28,534	29,675
Total Curbside Recycling Tonnage Collected	12,968	10,437	10,437
Licensed Child Care Facilities (Family Day Care Homes)	138	138	138
Number of registrations in Parks and Recreation programs	60,260	61,000	61,000
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	6,905	7,000	7,200
Police response time for Priority 1 calls (minutes from dispatch to arrival)	4:55	4:50	5:00

ARLINGTON COUNTY VISION

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

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