

A. Overview

The Capital Improvement Plan (CIP) is one of the most significant planning processes for Arlington County and Arlington Public Schools. This plan typically identifies the capital needs of the community over a ten-year period.

The CIP is a planning document that is updated biennially and subject to change as the needs of the community become more defined and individual projects move along in their respective planning and budgeting processes. The effective use of a CIP process provides for considerable advance project identification, planning, evaluation, scope definition, design, public discussion, cost estimating, and financial planning.

The objectives used to develop the CIP include:

- To preserve and improve the infrastructure of Arlington through capital asset construction, rehabilitation and maintenance;
- To maximize the useful life of capital investments by scheduling major renovations and modifications at the appropriate time in the lifecycle of the facility;
- To identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage; and
- To improve financial planning by comparing needs with resources, estimating future bond issues, and identifying potential fiscal implications.

How the CIP Budget Works

- Each CIP typically includes
 - **Projects** that are **ready to be included in the School Bond** with the cost and timeline for completion
 - **Potential projects** that the School Board wants studied for consideration in future CIPs
- Subsequent CIPs may change the projects as they have more updated information including:
 - Project cost estimates replacing placeholder costs
 - Changes to enrollment, projections and/or capacity needs
 - New capital needs
 - Revenue updates
 - Changes to the costs of construction projects (inflation)
- Each CIP must reconsider what to include and the priority for each project

Adopted Capital Improvement Plan (CIP)

FY 2023 – FY 2032

Schools

\$388.2M proposed CIP for APS projects



Utilities

\$617.4M for water, sewer & wastewater infrastructure resiliency/redundancy



Transportation & Metro

\$1.8B for transportation



\$356.4M in regional commitment to Metro

Technology

\$192.4M to add & maintain technology and public safety assets



Climate & Environment

\$649M to include environmental resiliency, energy reliability & carbon footprint reduction



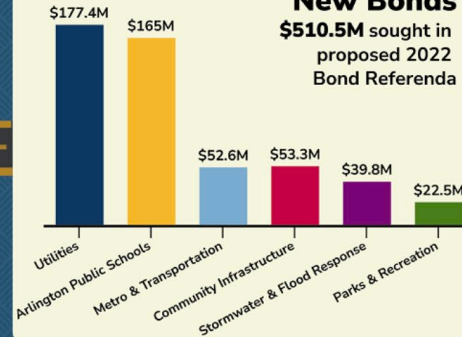
\$3.9B CIP Proposal

40% Increase from prior 10-year CIP

\$86.2M Included for Arlington Neighborhoods Program

New Bonds

\$510.5M sought in proposed 2022 Bond Referenda



Stormwater & Flood Response



\$331.3M for stormwater management & flood mitigation

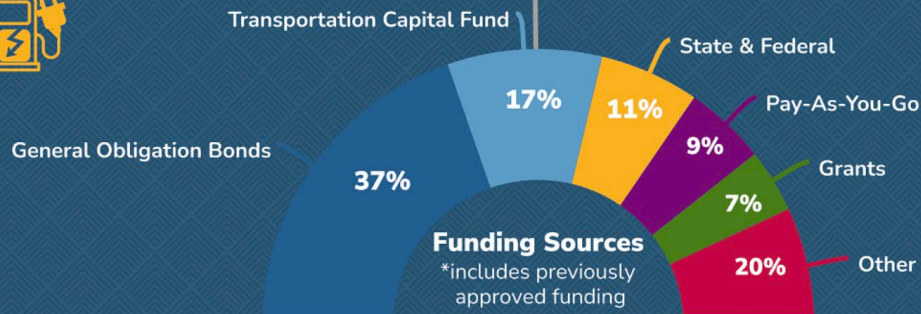
Public & Government Facilities

\$293.9M for long-term capital needs of County facilities



Parks & Recreation

\$270.6M to address emerging recreational needs and casual use spaces



Funding Sources

*includes previously approved funding

arlingtonva.us/cip

FY2019-2028 CIP Message from the County Manager/ CIP Responses to Increased APS Student Enrollment

My proposal also assumes, for the first eight years of the ten-year proposed CIP, the same funding commitment we made to Arlington Public Schools two years ago. The proposed CIP includes the same amount of bond issuance at the same schedule as included in the School Board's last adopted CIP, and reflects the continuing impact of funding the three new schools under construction and scheduled to open in fall 2019. In addition, nearly \$100 million of new bond funding is added in years 9 and 10 of the Proposed CIP. These funds will allow for the construction of additional facilities to meet the projected growth in our school population.

Challenges We Still Face

If the CIP I propose is adopted, Arlington will be on stronger footing two years from now—a safer, more reliable Metro system, public school facilities growing to meet our changing needs, and well maintained streets and parks. However, a number of projects anticipated in the out-years of previous CIPs will not be realized. There are projects, including the Joint Facilities Advisory Committee (JFAC) recommended interim uses of the Buck and Carlin Springs property, important renovations of the Justice Center, completion of the North Side Salt dome replacement, funding for open space, and investments in the Neighborhood Conservation Program that are either scaled back or postponed beyond the ten year timeline.

I would be remiss if I failed to mention the challenge we still face in locating key public facilities in our community. The biggest such challenge we faced two years ago, where to park and maintain our ART bus fleet, has been mostly solved. However, many others have not, such as where to store yet to be installed water mains, where to build new facilities to accelerate snow removal and public works services in the northern part of the County, or where to build new sports fields that our community widely agrees are necessary but neighborhoods don't always want.

To follow through on the recommendations of the Community Facilities Study, I have included funds in this CIP that will allow us to perform a property inventory and assessment. This information can be used in formulating future CIPs and help the JFAC, the ongoing Planning our Places process (POPS) and both the County Board and School Board make decisions on locating uses and determine the use of recently acquired parcels.

FY2023-2032 CIP Message from the County Manager

Emerging Priorities

Since the adoption of the last ten-year CIP in FY 2019, we have experienced several intense storms that created a major impact on our stormwater management system. Since then, considerable work has been done to help develop a stormwater investment plan to strategically address and mitigate flood risks. As a result, two of our primary investment areas for this ten-year plan are climate change and stormwater issues. In addition, we have prioritized the importance of the generational preservation of affordable housing at Barcroft and our commitment to Schools' capital plans. These major investments in stormwater, Barcroft and Schools require that we defer some investments to the outyears of this CIP.

The fiscal constraints of the last few years along with the significant weather events and changing environment have amplified the needs in our community. Crucial, but routine capital maintenance along with prior out-year CIP commitments compete with the new realities in our community as we grapple with environmental sustainability, resiliency, as well as continuing to meet our commitments in the region. Our capital plan also must address the realities of a post-pandemic world -- emerging service demands including new recreational interests and how and where our workforce gets their work done. In addition to maintaining our community assets in a state of good repair, we also look ahead and plan for future investments. Whether its funding studies to optimize existing County sites or planning for future expansion (behind the scenes support for infrastructure, Fire Stations, Libraries, Open Space, Schools, etc.), the ten-year capital plan needs to plan for generational growth.

Affording Our Community Priorities

Along with our ongoing commitments to Metro, regional partners, and projects recently completed or underway (Lubber Run Community Center, Long Bridge Aquatics Center, Jennie Dean Park, Fire Station 8); the County has invested \$150 million to retain Barcroft apartments as affordable housing. We continue to pay debt service for these recently completed projects and Barcroft. This constrains the amount of debt financing which can be absorbed by the County's General Fund Operating budget over the next few years. In addition, there is some uncertainty about future inflationary pressures and the interest rate environment. The proposed CIP tries to balance the resources available to fund current commitments while recognizing that significant investments still need to be made in the out-years.



FY2023-34 CIP Funding Scenario

Project Description <i>(projects in italics are from the FY22-24 CIP)</i>	OTHER FUNDING SOURCES					BOND FUNDING											TOTAL FUNDING
	Operating and Other	M/CM (not bonds)	Capital Reserve ¹	County Funding	Previous Bond Funding	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032		
						Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Fall 2031		
IMPROVEMENTS AT EXISTING FACILITIES																	
Major Infrastructure Projects					\$26.40	\$8.20	\$8.80	\$9.00	\$9.50	\$10.00	\$10.50	\$11.00	\$11.60	\$12.20	\$12.80	\$131.80	
Kitchen and Entrance/Security Vestibule Renovation Program ²			\$9.12		\$12.80	\$8.95	\$7.41	\$5.70								\$43.98	
<i>Gaston, Jefferson, and Wakefield Entrances</i>						X											
<i>Hoffman-Boston, Long Branch, and Taylor Entrances</i>							X										
<i>Kenmore, Langston, Williamsburg, and W-L Entrances</i>							X										
<i>Campbell and Swenson Kitchens and Entrances</i>							X										
<i>Claremont, Jamestown, Nottingham, Science Focus, and Tuckahoe Entrances</i>								X									
<i>Glebe and Oakridge Entrances</i>								X									
<i>Drew and Randolph Kitchens</i>								X									
<i>Bennet and Carlin Springs Kitchens</i>									X								
<i>Ashburn and Science Focus Kitchens</i>										X							
The Heights Building - Phase 2, Option A			\$2.10	\$2.17	\$9.97	\$0.00										\$14.24	
Synthetic field turf replacement (APS share) ³		\$2.41				X	X	X								\$2.41	
PLACEHOLDER for Long-range Plan to Renovate Existing Facilities (i.e. swing space, if needed)										\$6.56	\$11.69	\$14.00	\$11.40	\$12.80	\$12.20	\$68.65	
Enterprise Resource Planning (ERP) System Modernization ⁴	\$8.28		\$3.72						X							\$12.00	
Lock and Key System Replacement			\$4.05				X									\$4.05	
Public Address System Replacement			\$1.35				X									\$1.35	
Kenmore field conversion to synthetic turf (APS share)								\$2.44	Q4 CY26							\$2.44	
ENROLLMENT CAPACITY																	
Career Center Campus Project - new ACC building, field, garage	\$1.25				\$37.40	\$38.87	\$57.74	\$28.18	\$11.18							\$174.62	
PLACEHOLDER to move MPSA into refreshed ACC building ⁴									\$3.75	\$8.44	\$2.81	X				\$15.00	
PLACEHOLDER to demolish MPSA, green space ⁴													\$2.00			\$2.00	
PLANNING																	
To provide options for projected seat needs or improvements to existing facilities					\$2.00											\$2.00	
TOTAL PROJECTS	\$9.53	\$2.41	\$20.34	\$2.17	\$90.57	\$56.02	\$73.75	\$45.32	\$24.43	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$474.54	

Color coding in the chart above corresponds with the bond referendum year in which it would be approved by the voters as shown on the line "Bond Referenda Amounts" below (e.g., figures in green above would be in the 2022 referendum).

	2022 Referendum	2024 Referendum	2026 Referendum	2028 Referendum	2030 Referendum
BOND REFERENDA AMOUNTS	\$165.01	\$41.64	\$38.75	\$50.00	\$50.00

Debt Service Ratio is calculated based on the FY 2023 School Board Adopted budget and County-provided revenue projections through FY 2032

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Debt Service Ratio Target ≤9.8%										
Debt Service Ratio – APS	8.04%	8.64%	9.36%	9.22%	9.42%	8.68%	8.22%	8.13%	7.90%	7.70%
Annual Bond Issuance	\$56.02	\$73.75	\$45.32	\$24.43	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Annual APS Debt Service Increase	\$1.49	\$5.02	\$6.77	\$0.37	\$2.97	(\$4.74)	(\$2.63)	\$0.37	(\$0.87)	(\$1.04)

¹ Capital Reserve funds are allocated to projects in order to mitigate the need for bond funding.
² Of the \$7.46M shown in FY 2023, \$4.12M was already included in the FY 2021 bond referendum.
³ Replacements will occur as follows: FY23: Wakefield; FY24: W-L & Williamsburg; FY25: Greenbrier Stadium (YT)
⁴ Funding amounts are PLACEHOLDERS ONLY based on the \$25 million per year for APS in the County Manager's Proposed CIP. Amounts are in 2022 dollars and do not include escalation. They will be updated for the FY 2025-34 CIP.
⁵ In addition to the \$3.72M earmarked from the Capital Reserve, \$3.69M in grant funding is currently available. The remaining \$4.62M (estimated) will come from Reserves and/or FY23 and FY24 Closeouts.
⁶ Placeholder is in 2022 dollars and does not include escalation. It will be updated for the FY 2025-34 CIP.

Chart A

**Arlington County, Virginia
Debt Ratio Forecast
Adopted FY 2023 - FY 2032 CIP**

	FY 2023 Adopted	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
GENERAL OBLIGATION BONDS ISSUED - COUNTY (1)	83,470,000	78,920,000	110,300,000	68,295,000	88,435,000	78,740,000	100,305,000	72,405,000	84,400,000	72,405,000
GENERAL OBLIGATION BONDS ISSUED - SCHOOLS (1)	56,020,000	73,750,000	45,320,000	24,430,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
GENERAL OBLIGATION BONDS RETIRED	82,845,200	89,978,900	94,454,700	98,375,289	105,599,378	110,091,306	114,255,022	117,541,794	122,289,472	127,039,572
NET TAX-SUPPORTED GENERAL OBLIGATION BONDS AT END OF FISCAL YEAR (2)	1,253,274,829	1,315,965,929	1,377,131,229	1,371,480,940	1,379,316,562	1,372,965,257	1,384,015,235	1,363,878,440	1,350,988,968	1,321,354,306
SUBJECT-TO-APPROPRIATION BOND ISSUANCE	-	-	-	-	-	-	-	-	-	-
SUBJECT-TO-APPROPRIATION BONDS RETIRED	6,060,000	6,110,000	6,185,000	5,105,000	8,380,000	8,610,000	8,850,000	9,075,000	9,295,000	9,340,000
NET TAX-SUPPORTED BONDS AT END OF FISCAL YEAR (3)	1,491,784,829	1,548,365,929	1,603,346,229	1,592,590,940	1,592,046,562	1,577,085,257	1,579,285,235	1,550,073,440	1,527,888,968	1,488,914,306
SCHOOLS DEBT SERVICE	60,026,573	65,051,233	66,926,754	67,295,568	70,269,302	70,256,469	69,029,016	69,402,470	69,784,111	68,740,553
COUNTY DEBT SERVICE (4)	78,117,859	83,164,337	89,209,599	94,872,324	99,438,892	104,835,934	110,706,899	114,950,275	119,138,279	124,789,872
BARCROFT DEBT SERVICE	3,375,000	4,125,000	4,875,000	5,625,000	8,627,500	7,758,225	7,761,525	7,768,300	7,768,100	7,770,700
TOTAL TAX SUPPORTED DEBT SERVICE	141,519,232	152,340,570	161,011,352	167,792,892	178,335,695	182,850,627	187,497,439	192,121,046	196,690,490	201,301,125
% GROWTH IN TAX-SUPPORTED DEBT SERVICE COUNTY ONLY	3.9%	6.5%	7.3%	6.3%	4.8%	5.4%	5.6%	3.8%	3.6%	4.7%
% GROWTH IN TAX-SUPPORTED DEBT SERVICE COUNTY / SCHOOLS	4.7%	7.6%	6.7%	4.2%	6.3%	2.6%	2.6%	2.6%	2.4%	2.3%
GENERAL GOVERNMENT EXPENDITURES (5)	1,665,590,448	1,698,902,257	1,732,880,302	1,767,537,908	1,811,726,356	1,857,019,515	1,903,445,003	1,951,031,128	1,999,806,906	2,049,802,079
DEBT SERVICE AS % OF EXPENDITURES	8.50%	8.97%	9.29%	9.49%	9.84%	9.85%	9.85%	9.85%	9.84%	9.82%
MARKET VALUATION OF TAXABLE PROPERTY (6)	85,391,421,658	88,464,815,778	90,764,900,988	93,124,788,414	95,918,532,066	98,796,088,028	101,759,970,669	104,812,769,789	107,957,152,883	111,195,867,469
NET TAX SUPPORTED DEBT AS % OF MARKET VALUATION (3%)	1.7%	1.8%	1.8%	1.7%	1.7%	1.6%	1.6%	1.5%	1.4%	1.3%
POPULATION (7)	237,740	239,980	242,220	244,570	246,920	249,270	251,620	253,970	256,320	258,670
DEBT PER CAPITA	\$6,275	\$6,452	\$6,619	\$6,512	\$6,448	\$6,327	\$6,276	\$6,103	\$5,961	\$5,756
INCOME PER CAPITA (8)	\$105,721	\$108,258	\$110,886	\$113,517	\$116,241	\$119,031	\$121,888	\$124,813	\$127,808	\$130,876
NET TAX-SUPPORTED GENERAL OBLIGATION DEBT TO INCOME (NOT TO EXCEED 6%)	5.94%	5.96%	5.97%	5.74%	5.55%	5.32%	5.15%	4.89%	4.66%	4.40%

(1) Updated for 2021 GO Bond Issuance. Includes bonds planned in APS' Adopted FY 2023 - FY 2032 CIP

(2) Excludes General Obligation bonds issued for the Utilities Fund

(3) Excludes credit support commitments on revenue bonds or lease-backed bond financings. Includes subject to appropriation bonds supported by the County's General Fund. For all subject to appropriation debts, see Chart C.

(4) Includes both General Obligation and Subject to Appropriation debt service. Excludes Utilities Fund and Transportation Capital Fund Debt Service and other debt costs. Includes AHIF bonds

(5) Includes expenditures of General Fund and certain Special Revenue Funds of the County and School Board. Assumes 1.0% growth in FY 2023 and FY 2024, increasing to 2.5% in FY2027 and beyond

(6) Includes real, personal property, and public property. Assumes 2.4% growth in FY 2023, increasing up to 3.0% in FY2027 and beyond

(7) Population as of 2020 Census (April 1, 2020) with growth as estimated by MWCOG Round 8.4 Forecasts.

(8) Source: Bureau of Economic Analysis 2020 estimates, with growth of 2.4% consistent with PCPI annual growth in Virginia from 2010 - 2020

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DEBT SERVICE AS % OF EXPENDITURES	8.50%	8.97%	9.29%	9.49%	9.84%	9.85%	9.85%	9.85%	9.84%	9.82%

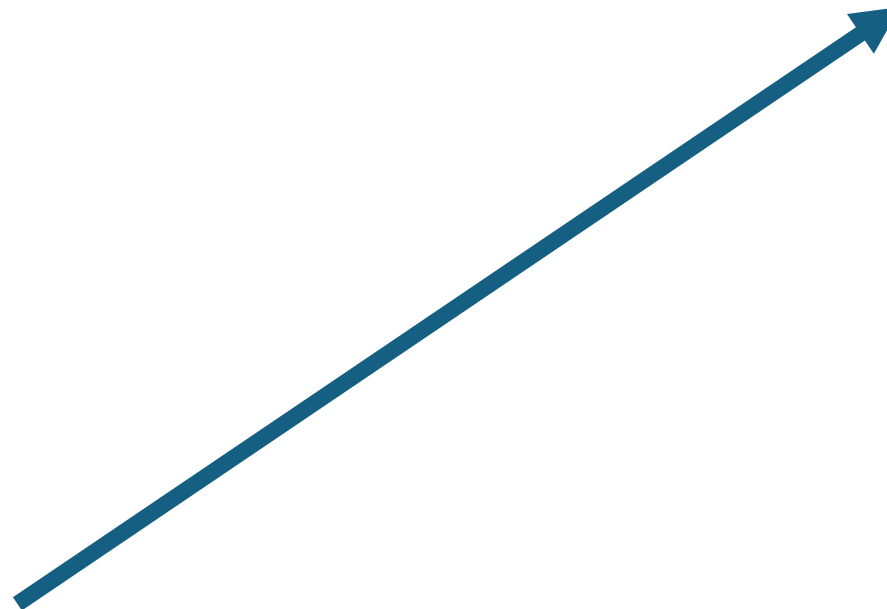
Budget Forecast

	FY 2025 SUPERINTENDENT'S PROPOSED	FTEs	FY 2026 PROJECTED	FY 2027 PROJECTED	FY 2028 PROJECTED
REDUCTIONS					
Central Office					
Fund the following positions with grants funding					
STEM K-12 Specialist	(\$118,288)	(1.00)			
Special Education Analyst	(\$118,288)	(1.00)			
English Learners Resource Specialist	(\$118,288)	(1.00)			
Delay hiring the following positions for one-year					
Network Analyst	(\$133,512)		\$133,512		
Diversity, Equity and Inclusion Teacher Specialist	(\$118,288)		\$118,288		
Eliminate the Planning and Evaluation Office	(\$710,832)	(4.00)			
Eliminate Administrative Assistant for Advanced Academics and Talent Development (AATD)	(\$77,793)	(1.00)			
Eliminate Arlington Tiered System of Support (ATSS) Special Education Specialist (Vacant)	(\$118,288)	(1.00)			
Eliminate Supervisor of Educational Technology	(\$168,916)	(1.00)			
Eliminate Coordinator of Outdoor Lab	(\$171,410)	(1.00)			
Eliminate Special Education Compliance Specialist	(\$108,475)	(1.00)			
Eliminate Summer School coordinator	(\$185,142)	(1.00)			
Eliminate Welcome Center Clerical Assistant (Vacant)	(\$77,793)	(1.00)			
Eliminate Safety Trainer	(\$59,750)	(1.00)			
Eliminate Assistant Director of Safety	(\$134,760)	(1.00)			
Eliminate the Assistant Director of Budget (Vacant)	(\$134,760)	(1.00)			
Eliminate the Classification and Position Management Coordinator position (Vacant)	(\$143,577)	(1.00)			
Eliminate the NOVA Partnership Coordinator	(\$143,578)	(1.00)			
Eliminate Volunteer & Partner Liaisons	(\$91,760)				
Reduce extra day funding by 50%	(\$684,633)				
Reduce all central office discretionary accounts by 12%	(\$8,984,808)				
One-Year Reductions					
Reduce staffing contingency	(\$926,958)		\$925,957		
Decrease the Minor Construction/Major Maintenance (MC/MM) budget	(\$1,500,000)		\$1,500,000		
Schools					
Reduce discretionary accounts by 2%	(\$140,000)				
Adjust the Art, Music, and PE Planning Factor	(\$2,147,785)	(19.80)			
NET REDUCTIONS	(\$17,317,682)	(38.80)	\$2,677,757	\$0	\$0
NET EXPENDITURES	\$12,151,445	(3.65)	\$20,977,414	\$21,255,324	\$22,087,398
TOTAL EXPENDITURES	\$824,744,545	5,244.55	\$845,721,958	\$866,977,282	\$889,064,680
Surplus/(Shortfall)	(\$29,486,840)		(\$60,255,625)	(\$69,216,594)	(\$78,216,283)
Surplus/(Shortfall) Based Balancing on Prior Year Budget			(\$30,768,785)	(\$8,960,969)	(\$8,999,689)

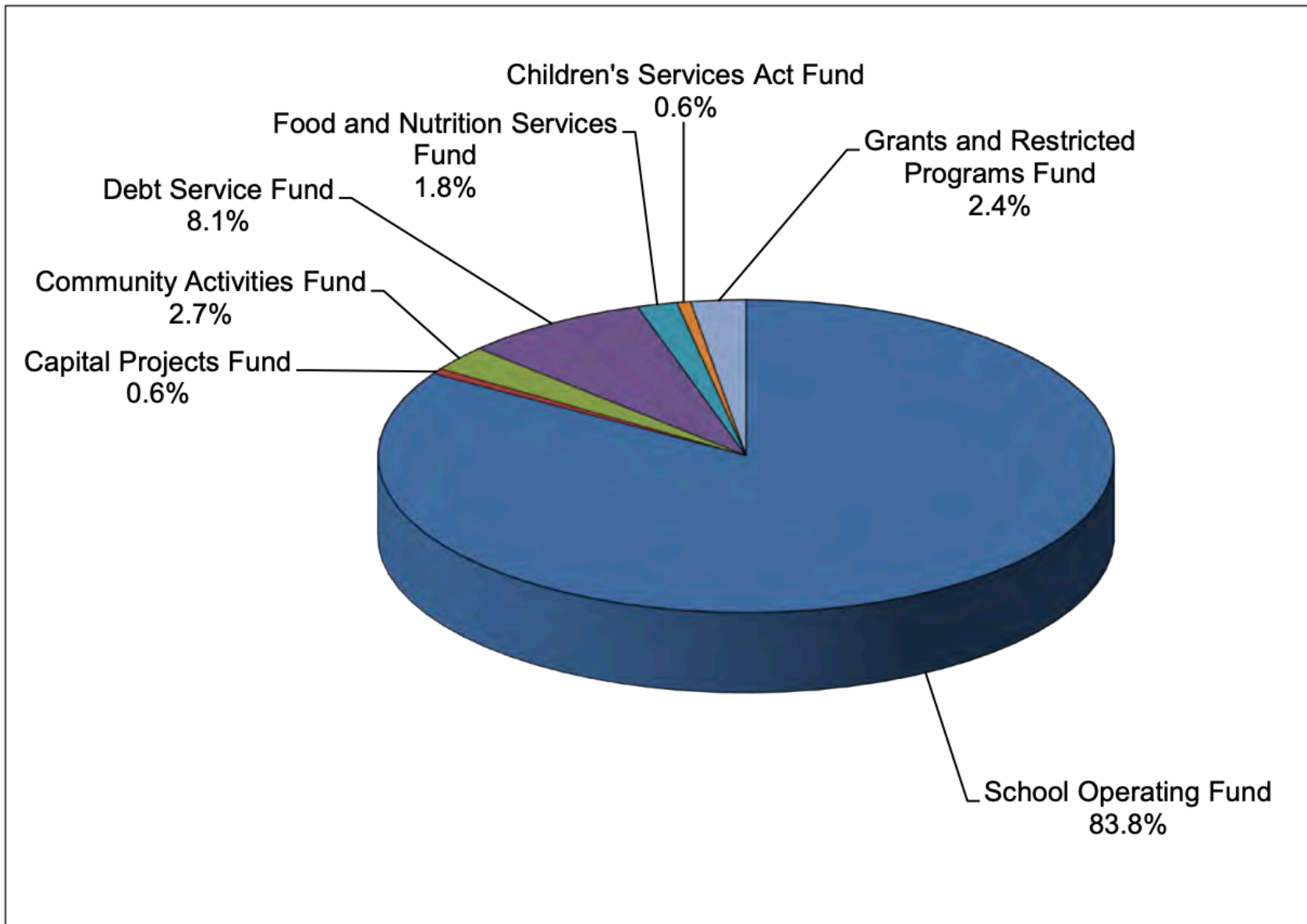
1. Compensation Reserve, VRS Reserve, Debt Service Reserve, and the Future Budget Years Reserve used in FY 2026 through FY 2028 assumes full depletion of current reserve balances if no additional funding is provided.

SCHOOLS					
Reduce discretionary accounts by 2%	(\$140,000)				
Adjust the Art, Music, and PE Planning Factor	(\$2,147,785)	(19.80)			
NET REDUCTIONS	(\$17,317,682)	(38.80)	\$2,677,757	\$0	\$0
NET EXPENDITURES	\$12,151,445	(3.65)	\$20,977,414	\$21,255,324	\$22,087,398
TOTAL EXPENDITURES	\$824,744,545	5,244.55	\$845,721,958	\$866,977,282	\$889,064,680
Surplus/(Shortfall)	(\$29,486,840)		(\$60,255,625)	(\$69,216,594)	(\$78,216,283)
Surplus/(Shortfall) Based Balancing on Prior Year Budget			(\$30,768,785)	(\$8,960,969)	(\$8,999,689)

1. Compensation Reserve, VRS Reserve, Debt Service Reserve, and the Future Budget Years Reserve used in FY 2026 through FY 2028 assumes full depletion of current reserve balances if no additional funding is provided.



FY 2025 PROPOSED BUDGET BY FUND



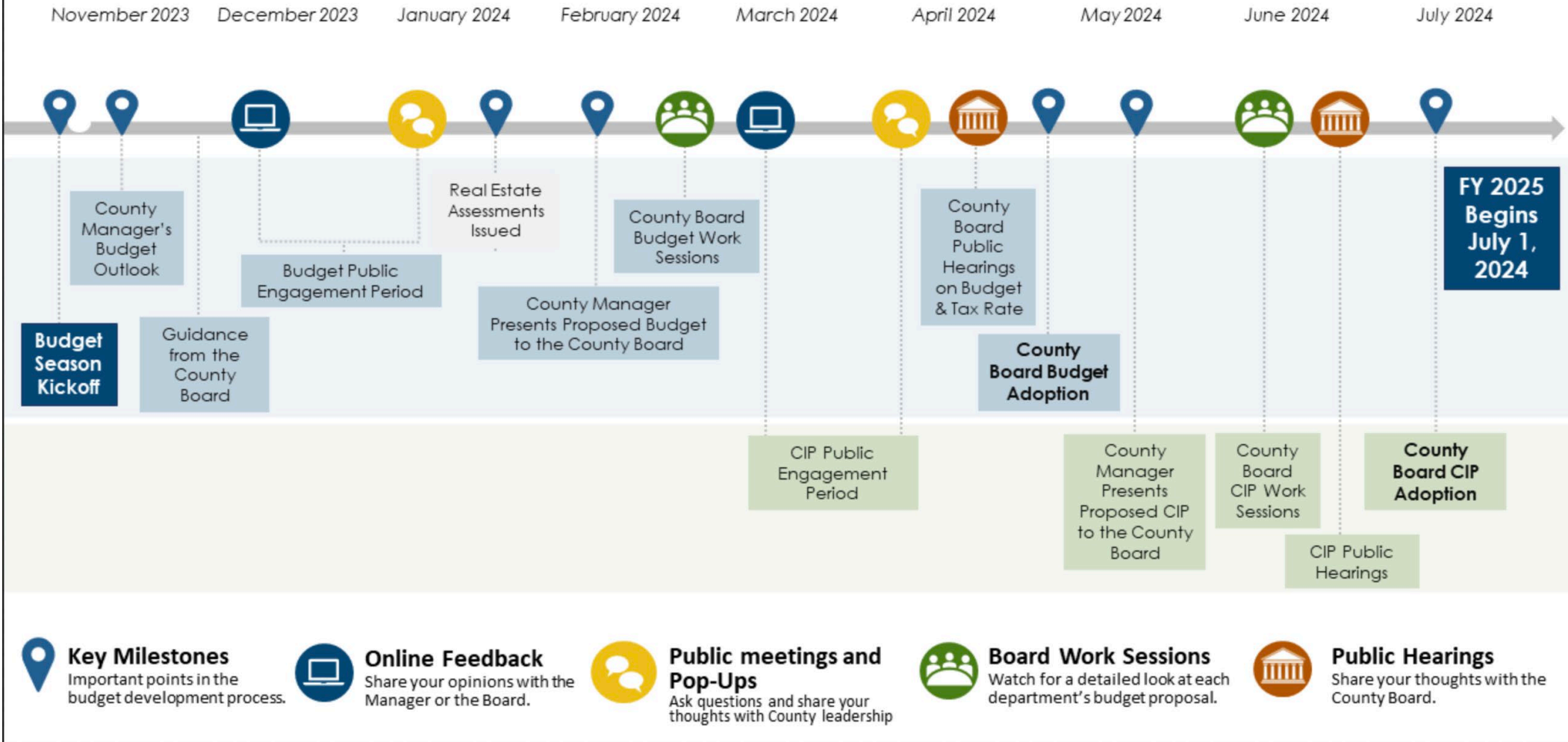
Executive Summary of Long Range Plan to Renovate Existing School Facilities Project Report

Arlington Public Schools (APS) is in a transition period regarding its current portfolio of facilities across the county. Recent new construction projects have provided additional student capacity to catch up to growing population demands, so there is a reduced need for new construction to increase seats and an increased need to address deferred renovation, maintenance, and modernization needs on existing buildings.

Guiding Questions

- ▶ Does this proposed CIP Direction:
 - ▶ Create a plan that defines affordable and timely solutions for all priorities?
 - ▶ Respond to budget parameters?
 - ▶ Demonstrate an acknowledgement of long-range planning and collaboration between APS and the County?
 - ▶ Consider each project or proposal in context of other needs, timing, available funding, enrollment projections, and planning for long range site and facility use?
 - ▶ Establish a process by which tradeoffs are transparently considered?

Budget & Capital Improvement Plan (CIP) Timeline



CIP Development Timeline

Fall 2023

- **November 9, 2023:** The Proposed FY 2025-34 CIP Direction is Presented to the School Board as an Information Item ([View Presentation](#) | [View Meeting](#))
- **December 14, 2023:** The School Board Votes on the FY 2025-34 CIP Direction ([View Presentation](#) | [View Meeting](#))

Spring 2024

- **May 16, 2024:** Present the Superintendent's Proposed FY 2025-34 CIP
- **May 30, 2024:** School Board Work Session on the Superintendent's Proposed FY 2025-34 CIP
- **June 4, 2024:** School Board Worksession with the Advisory Council on School Facilities and Capital Programs (FAC) at 6:30 p.m.
- **June 6, 2024:** Present the School Board's Proposed FY 2025-34 CIP
- **June 11, 2024:** School Board Public Hearing on the School Board's Proposed FY 2025-34 CIP
- **June 20, 2024:** School Board Votes on the FY 2025-34 CIP

Fall 2024

- **November 7, 2024:** Arlington Residents Vote on the School Bond Referendum

****These Dates Are Subject to Change***