COUNTY MANAGER'S

Proposed FY 2022 Budget

budget.arlingtonva.us

ARLINGTON
VIRGINIA

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"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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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For the Fiscal Year Beginning

July 1, 2020

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, 2020. 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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GUIDE TO READING THE PROPOSED BUDGET

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 2022 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 2020 Actual, FY 2021 Adopted, and FY 2022 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 2021 adopted budget and the FY 2022 proposed budget, highlighting positions added, transferred between departments, frozen, or eliminated.
- **Compensation Summary**: This section includes information on the General Fund and all fund totals budgeted in FY 2022 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 2020 actual, FY 2021 adopted budget, FY 2022 proposed budget, and the percent change from FY 2021 to FY 2022. Expenses and revenues are categorized as follows:
  - **Personnel** - This category includes expenses for salaries, wages, and employee fringe benefits such as retirement, health, and life insurance.
  - **Non-Personnel** - This category includes expenses for goods or services provided to the County by vendors or by County internal service funds (see Glossary for definition of internal service funds); expenses for items that are used or consumed in the course of operation of the program or department; and expenses for initial, additional, or replacement items of office or operating equipment not funded through the capital budget.
  - **Intra-County Charges and Inter-Departmental Credit** - These categories represent charges by one unit of County government to support another unit's activities.
  - **Fees** - These are monies received by the County as payment for services, goods, or use of a facility. Examples are residential refuse disposal fees, user fees for recreation facilities, and various permit and inspection fees.
  - **Grants** - Grants are a contribution of funding, usually from state or federal agencies, to be used for a specific purpose or activity. Examples include state highway aid and the HIDTA (High Intensity Drug Trafficking Area) grant.
  - **Net Tax Support** - The funds that the County Board may allocate from local tax revenues to fully finance or to supplement revenues received by a department or

program. Net tax support is the remainder determined by subtracting all department specific state and federal aid, fees, and charges from the total cost of the programs.

- **The Position Summary (FTEs)** shows authorized permanent positions and temporary positions by full-time equivalent (see glossary for further information on how FTEs are calculated). The summary also identifies any FTEs which are frozen, meaning the positions are not funded or authorized in the FY 2022 proposed budget, but may be restored in a future budget.
- **Expenses & Revenues by Line of Business -** Except in the smallest departments, the department summary narrative also includes a table which summarizes the breakout of the departmental expenditure budget and revenue budget by lines of business, reflecting FY 2020 actual expenses, FY 2021 adopted expenses, FY 2022 proposed expenses, the percent change from FY 2021 to FY 2022, FY 2022 proposed revenue, and FY 2022 net tax support.
- **Authorized FTEs by Line of Business** – New for FY 2022, the table shows authorized full-time equivalents by line of business for FY 2021 adopted and FY 2022 proposed. The FY 2021 adopted column includes both permanent and temporary positions. For FY 2022, the permanent and temporary positions appear in separate columns followed by a total column.

Line of Business Narratives

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.
- **Performance Measures**: Line of business narratives contain performance measures, which typically span six years from FY 2017 Actual to FY 2022 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, General Obligation (GO) bonds, 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 2021 Adopted column while the FY 2021 Re-Estimate column includes a projection of FY 2021 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 2022 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, a summary of the County's housing programs, a chart with selected fiscal indicators for the County, and the Arlington County Profile.

FY 2022 BUDGET CALENDAR

The calendar for development of the FY 2022 budget is provided below. The fiscal year begins July 1, 2021 and ends June 30, 2022.

September 2020	Budget kickoff for departmental staff. This includes policy and line item direction, and fiscal parameters for developing requests.
October, November	Departments submit budgets to the Department of Management and Finance, Management and Budget Section. Department of Management staff reviews submissions.
December, January	County Manager develops budget recommendations. Various public outreach activities including a Virtual Budget Community Forum (12/9/20) and an on-line budget feedback tool.
February 20	County Manager's FY 2022 Proposed Budget is submitted to the County Board.
February 25	School Superintendent submits Superintendent's Proposed Budget to the School Board.
March - April	County Board holds a series of budget work sessions with County departments, Constitutional Offices, and the School Board.
March	County Manager submits FY 2021 mid-year review of expenditures and revenues to the County Board.
April 6	County Board holds a public hearing on the proposed FY 2022 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees.
April 8	County Board holds a second public hearing on the proposed FY 2022 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees.
April 17	County Board adopts FY 2022 Budget and Appropriations Resolutions for the County government, the public schools, and Pay-As-You-Go Capital. County Board adopts the CY 2021 real estate tax rates and other FY 2022 taxes and fees.
May 6	School Board adopts FY 2022 school budget.
July 1	FY 2022 begins.

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Fiscal Year 2022 Proposed Budget Message

To the County Board and the Arlington community:

We still face rapidly changing and uncertain times caused by the COVID-19 pandemic. The one thing that I can promise the Board and the community is that the assumptions underlying the budget I present today will change tomorrow, so adaptability and flexibility have been my guiding principles in preparing this budget. This proposal "bridges" us to the post-pandemic world. To that end, you will see that I have chosen in many, but not all, cases to freeze (rather than cut) positions and continue the temporary closure or reduced hours at facilities rather than proposing permanent closure. This approach, along with the continuation of a larger COVID-19 contingent, will give us the flexibility to adjust as conditions change.

Despite the uncertainty caused by the pandemic, our top priorities are clear. The proposed budget follows the guidance laid out by the County Board in November and focuses on COVID-19 response while addressing our other ongoing priorities. The proposed budget addresses:

- Resources to battle COVID-19 and impacts to programs and facilities
- Affordable housing and food security
- Racial equity
- Stormwater and flood mitigation
- Options for opening Lubber Run Community Center and the Long Bridge Aquatics and Fitness Facility
- Resources to address gaps identified by the Police Practices Group (PPG).
- Workforce investment
- Substantial investments with County funds and ongoing transfers of revenue to Arlington Public Schools (APS)

I am incredibly proud of our workforce—they have performed heroically, persevering month after month. Our front-line services have largely continued without interruption; more than half of our workforce has continued to report in person to serve our residents, from public safety, facilities staff, parks and libraries workers, and trades crews to our MVPs: public health. And in all departments, the innovation and creativity they have shown in reinventing service delivery has been inspiring.

Since the pandemic began, we used a variety of tools to keep our budget balanced and to respond to the crisis in our community. We eliminated employee pay increases, implemented a hiring freeze, deferred non-essential capital projects, temporarily slowed some services and closed some facilities, and utilized contingents in a prudent manner. The single largest tool we had was the $41 million in CARES Act funding, which helped both the County and APS. With the evolving news from Congress as we went to print on this budget, we are hopeful that additional federal funding will be provided to Arlington, giving us additional options to balance the budget.

The challenges we face in FY 2022 will undoubtedly linger through FY 2023. Hopefully, we will be past the pandemic before this calendar year ends. However, we face the uncertainty of how segments of our economy, such as hotels and the office market, will adapt to a post-pandemic world. We will continue to monitor revenue impacts and may be back to the Board with adjustments in any FY 2022 plan to accommodate the economic circumstances.

BY THE NUMBERS

The FY 2022 proposed budget totals $1.36 billion, a 1.4-percent increase over the FY 2021 adopted level. This fall, we entered the budget planning process with a $41 million to $56 million gap, driven by dramatic losses in meals, sales and hotel taxes, flat real estate assessments, and anticipated increased costs to continue fighting COVID-19, and for Metro and ART. (Notably, our estimated gap assumed no compensation increase.)

Since then, we received positive news on real estate assessments, as well as additional federal support for Metro. This narrowed the projected gap between revenues and expenditures to $26 million (excluding compensation). Real estate assessments showed overall growth of 2.2 percent with an increase in residential of 5.6 percent and a 1.4 percent decline in commercial.

Detailed discussion of program cuts and adds follows later; however, the steps taken to bring the proposed budget into balance include:

- Freezing and reducing $16.4 million in programs, described in summary below and in detail in following pages. This approach does not fund 56 vacant positions (some currently vacant, others to be vacant before the end of FY 2021). In related measures, we are continuing with the hiring freeze put in place during last spring. For the close to 50 employees who took advantage of the early retirement incentives, those positions are expected to largely remain vacant in order to achieve budget savings. The combination of these personnel actions will have impacts on service delivery.
- Using one-time funding, including $5 million of the Stabilization Reserve, which is required to be replenished within two fiscal years. This leaves a balance of $5.6 million in the Reserve. The County is also anticipating one-time funds through pending lease transactions.
- Proposing a flat tax rate for government and school operations of $1.013/$100 of assessed value and an increase from 1.3 cents to 1.7 cents for taxes dedicated solely to stormwater improvement and flood mitigation efforts. Due

to CY 2021 assessment growth, the "average" residential property tax burden increases 6 percent or $420 for the real property tax, including $29 from the proposed stormwater tax increase.
- Transferring $529.7 million to Arlington Public Schools, consistent with the revenue sharing principles, an increase of $5.1 million ($0.5 million ongoing and $4.6 million one-time).

COVID-19 RESPONSE

The budget proposes a $17.5 million COVID-19 contingent, to be available for vaccine distribution, testing, tracing, and assisting the neediest in our community. Since the beginning of the pandemic, many of these needs were covered by CARES Act funding, with other County budget actions making up for the loss in revenues and other indirect pandemic impacts. The size of this contingent is our best estimate based on the CARES Act funding that has been used for testing, tracing, PPE, facilities and eviction prevention and food assistance. Without additional resources available from the federal and state government, this proposal is 70 percent larger than the amount set aside in the FY 2021 budget. Highlights of our COVID-19 funding and response plans follow.

Innovations in Services: Departments seamlessly transitioned to provide most of their services virtually. A few highlights are below; each department will give an overview of their COVID-19 pandemic operations at the budget work sessions.

- One of the first jurisdictions in the country to do remote call taking and dispatching in the Emergency Communications Center.
- Permit applications are submitted and paid for online.
- Purchasing bids and offers are submitted electronically and bid openings are virtual.
- Field inspections (mix between in-person and virtual depending on inspection situation to continue) for fire, CPHD, and real estate assessments.
- Virtual programming by parks and libraries.
- Telehealth behavioral healthcare.
- DES and DHS Customer Service Center's implementation of telephone systems and software allowing agents to operate the call center and serve clients remotely.
- Transitioning outreach, client educational resources, employment workshops, classes, and intake processes to virtual platforms.
- In-person, paper-based eligibility determination processes for federal subsidy programs and income-based CSB fee reductions converted to a remote process.
- Client payment processing across DHS programs transitioned from a primarily face-to-face procedure to one with no in-person interaction through increased use of telephone, U.S. Mail and drop box options.
- Virtual public engagement and public meetings (mix between in-person and virtual depending on event to continue).

Vaccine Delivery & Other Direct COVID Response: We are pleased to have finally moved into vaccine distribution, but with the nationwide shortages of vaccine doses, we realize that this will likely be the longest and most difficult phase of the COVID-19 pandemic. Up-to-date statistics on vaccine delivery can be found at arlingtonva.us/covid-19/vaccines/. While public focus has shifted to vaccines, we continue with other pandemic activities: testing, PPE distribution, and facilities cleaning and improvements. A summary can be found at data-dashboard.arlingtonva.us/covid.

Eviction Prevention & Food Security: After meeting direct virus response needs, our first priority has been to ensure that County residents can stay in their apartments and homes. We have been greatly assisted with federal and state funding and related eviction moratoriums. I'm anticipating that a portion of the $17.5 million COVID-19 contingent will be used to continue our existing level of eviction prevention support. As part of the Cooperative for a Hunger-Free Arlington, we also began to address the growing hunger needs in Arlington. In FY 2021, we reallocated a position to create a new food coordinator in DHS and will be kicking off a food insecurity task force.

Community Business Support: In addition to our small business GRANT program, Arlington Economic Development organized a training program to support businesses and build resiliency, developed a Reopening Toolkit to help businesses safely welcome employees and customers back, and worked with an interdepartmental team to increase flexibility by easing parking restrictions, increasing signage options, and creating temporary outdoor seating areas (TOSAs). AED also stood up the business ReLaunch program to address obstacles and challenges the small business community faces and drive business resilience and opportunity in 2021. AED will be evaluating how best to utilize the additional FY 2022 funds to support business recovery efforts going forward.

EMPLOYEE COMPENSATION:

Many County staff have worked from last March until now without a vacation day and all without a normal merit-based step increase. While I am not yet able to propose an across-the-board merit pay raise for staff, I have included a $500 one-time payment for all permanent County staff. **As additional funds may become available through future Federal stimulus legislation or mid-year funding, my first priority with these additional funds will be to provide an across the board merit pay raise.** Importantly, we have held health premiums flat for those on the Cigna plan, and have made no changes to pension or active/retiree health care benefits. I am also pleased that my budget includes raising the minimum hourly rate for employees from $15/hour to $17/hour, and I have included the continued funding of studies for those job classifications that are falling behind the region.

Because of the inability to offer a pay increase, I focused on lower cost but impactful benefit changes. I am extending the "use by" date for all accrued vacation leave through the end of calendar year 2021, and proposing increasing volunteer and parental leave, increasing the dependent care match, and enhancing our Live Where You Work program and employee housing incentives. More detail on compensation proposals can be found in the following pages.

Finally, the Commonwealth has allowed the County to examine whether to adopt a collective bargaining ordinance. In anticipation of such a decision, the proposed budget includes two new positions and consulting services to assist in this effort and its implementation no later than FY 2024. I would note that as a collective bargaining approach evolves, additional resources will likely be needed.

COUNTY OPERATIONS

We are proposing approximately $16.4 million in program reductions, efficiencies, and budget realignments in the FY 2022 budget. The main components of these proposals include:

- As noted earlier, eliminating funding for more than 50 vacant positions across the County
- Delayed reopening of Cherrydale and Glencarlyn library branches until FY 2023, in part due to staffing availability
- Reducing or deferring of maintenance capital projects
- Various changes to the Police budget, including eliminating funding for 10 vacant uniformed positions and three vacant non-uniformed positions, as well as non-personnel reductions
- Enterprise-wide savings related to the ongoing hiring freeze, reduction in fleet, fuel savings, and contingents
- Various changes to the Sheriff's budget, including eliminating funding for 10 vacant positions and realignment of schedules and overtime.
- Staffing adjustments to 9-1-1 and dispatching
- Reductions in DPR temp staff
- Reduction of contingent funding

These reductions and other savings and reallocations have allowed us to make strategic investments in other County and community priorities. Proposed investments include:

- **New Facilities**
  - <u>Lubber Run:</u> The proposed budget allows flexibility to open Lubber Run in FY 2022 in a phased and safe way. Given the constraints on all of our facilities due to the pandemic (social distancing requirements, staffing constraints, and facility needs), the proposal assumes temp staffing reductions and continued reduced hours at other community centers.
  - <u>Long Bridge:</u> The proposed budget allows for opening of Long Bridge; all facility operating costs are covered by the Boeing contribution.
- **Fire "Kelly Day" Staffing**: Adding 10 positions to complete the last year of Kelly Day staffing implementation to allow for a shorter work week in the fire

department; this multi-year initiative is intended to help with recruitment and retention.

- **Body Worn Cameras:** With the initial phase of implementation in 2021, we have found additional staffing needs, and are proposing six new positions across six departments. Funds are also proposed for technology improvements to support body worn camera evidence in courtrooms.
- **Police Practices Group (PPG)**: My proposed budget includes a "down payment" totaling $1.5 million for near-term recommendations of the PPG.

  - <u>Mental Health:</u> Proposed funding to improve the County's crisis response, including additional medical and clinical staff, medically equipped transport van, security for Temporary Detention Orders, and operating supplies for 24x7 Crisis Intervention Center.
  - <u>Traffic Enforcement:</u> Adding five additional traffic control positions and a supervisor to supplement enforcement related to traffic and bicycle/pedestrian safety. These positions would also support Vision Zero.
  - <u>Civilian Review Board:</u> Funds for a position or other resources as needed.
  - <u>Alternative Dispute Resolution:</u> The initial focus will be training our emergency communication center (ECC) staff and focus on how our community uses ECC resources.

FOCUSING ON EQUITY

We are in the initial phase of our racial equity work. Normalization is the first step, and I'm pleased that virtually every department has begun targeted equity work with their employees, in addition to the enterprise-wide work led by the Chief Race and Equity Officer. Equity was a dominant theme in the conversations with my leadership team in developing this budget, but there is no doubt that we have years of work to go to get this right and change our institutional practices, culture, and allocation of resources.

More tangibly, I have included new investments to support the equity work. There are additional funds to support training across the organization, an additional position to support the work plan of the Chief Race and Equity Officer, and supplemental funding to support the Public Defender's Office and Restorative Justice. Information on our equity work can be found at topics.arlingtonva.us/equity/ and details on the budget proposal can be found on subsequent pages.

AFFORDABLE HOUSING

In recent years, our focus has been on both increasing the affordable housing supply and providing direct assistance to residents in need. As a result of the COVID-19 crisis, this proposed budget puts greater emphasis on eviction prevention and housing support while still working to increase housing supply.

The proposed budget increases funding for Housing Grants and Permanent Supportive Housing to meet growing demand for this direct assistance. We also anticipate that a portion of the COVID-19 contingent will also be used for eviction prevention. At the same time, we are continuing ongoing support to the Affordable Housing Investment Fund and extending the waiver of payments due on County affordable housing loans through the end of this calendar year. We are also taking advantage of new development opportunities at the Crystal Houses and the $20 million contribution from the Amazon HQ2 MetPark site plan. More details follow on subsequent pages.

STORMWATER

Our stormwater workplan has expanded dramatically in the last two years as we deal with the multiple priorities of improving water quality, ensuring compliance with our state MS4 permit, addressing our aging infrastructure, and investing in watershed scale flood mitigation initiatives. These are multi-year efforts, but I am particularly pleased that in FY 2021 and FY 2022, we will execute several multi-million-dollar projects. To pay for these projects, I am proposing a 0.4-cent increase in the sanitary district tax rate, which is legally restricted in use to stormwater operations and capital projects and has not been increased since FY 2011. This proposal, which would impact the "typical" single family homeowner $29, will also bridge the County financially as we complete the feasibility and evaluation work on forming a stormwater utility.

Under the utility model, property owners would be charged based on the impervious surface area of their property. Initial work on the utility concept can be found on the County website. If approved, a utility would likely go into effect in FY 2024. Addressing the complexities of our stormwater and flooding issues requires a community-wide focus, with the County, the private sector and residents all contributing to the solution. We have been working on other non-financial initiatives, such as the Risk Assessment and Management Project (RAMP), enhancements to the land disturbance activity (LDA) permit process and regulations, and the Stormwater Working Group deliverables, that will also be unveiled in the coming months.

As we manage through these uncertain times, I am grateful every day for the very committed and dedicated workforce we have—and for a community that has worked together and with us to weather this pandemic and economic stress. I look forward to further discussions about the proposed budget at the work sessions in March.

Sincerely,

Mark Schwartz

County Manager

COVID-19 CONTINGENT

This past year, the County has been working tirelessly to support and protect our community as the COVID-19 pandemic continues to ravage the world. The County was fortunate to receive a variety of federal grants to help offset the significant costs of our response efforts, but the CARES Act funds, which comprised the vast majority of those grant dollars, have been expended. As of the publication of this document, additional federal aid for local governments looks increasingly likely, although the precise amount and restrictions on the use of the funds is still unknown. The County has also benefitted from other federal aid programs, such as FEMA public assistance and targeted grants for transit services and rental assistance, but those dollars are limited and will likely be fully spent later this calendar year.

While there are reasons to be optimistic about the vaccination efforts underway, there are still significant pandemic-related financial challenges to face in FY 2022. To help address these challenges amidst the uncertainty of additional federal support, the County Manager is proposing a $17.5 million COVID-19 pandemic contingent in the FY 2022 budget. Depending on future aid the County may receive, the exact use of these funds may change. The County will continue to focus on critical health and safety items first, and then will consider investing in other important programs, like small business support, as funding allows. This contingent is based on forecasted needs in the following program areas:

- **Vaccine Program ($2 million):** FEMA is providing significant support for vaccine distribution programs, but that support is not guaranteed to continue into FY 2022.
- **Testing and Tracing ($2 million):** Even as increasing percentages of the community receive vaccinations, continued testing and contact tracing efforts will be necessary for at least part of the fiscal year.
- **Emergency Rental Assistance ($5 million):** The Commonwealth received a new inflow of federal dollars in January to address emergency rental assistance needs across Virginia. While the Arlington community will benefit from these funds for some time, it is unlikely that they will last for the entirety of FY 2022. As this program will continue to be one of our areas of greatest need while the economy recovers, setting aside local dollars is critical.
- **Other Emergency Human Services ($1.5 million):** DHS continues to provide pandemic-related support in the form of community food programs, congregate care support, and quarantine/isolation housing for our most vulnerable residents. While some of these costs are being covered by FEMA, it is unlikely that will persist throughout FY 2022.

- **PPE, Cleaning, and Safety ($3 million):** To support current safe operations of County facilities and the ongoing need for PPE, cleaning supplies, and other associated resources.
- **Business Community Support ($2 million):** The business community will likely need additional support in FY 2022 as they climb out of pandemic-related operations and attempt to return to normal operations.
- **Other COVID-19 Response Costs ($2 million):** Unallocated contingency to address other response costs that may arise in FY 2022.

The past year has proven that the pandemic presents constantly evolving challenges to meet. The County can make best estimates about what its response efforts will look like over the next year, but the situation will continue to evolve. Arlington County Government will need to be prepared to react quickly to those changes. This contingent will give the County the ability to react and respond accordingly throughout the year.

HOUSING AFFORDABILITY

Affordable housing remains one of our community's biggest challenges—one exacerbated by the COVID-19 pandemic and the ensuing economic crisis. With many people in our community facing urgent threats to housing, coupled with already 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 and ensure supply is well-maintained.

For the past 10 years or more, annual budget discussions about housing have focused on increasing housing supply and sustaining housing affordability while meeting the increasing demand for housing subsidies. As a result of the economic crisis, the FY 2022 Proposed Budget puts greater emphasis on direct support, such as eviction prevention and housing support, while still working to increase housing supply.

FY 2022 Proposed Budget Funding for Housing	
Direct Housing Assistance:	
COVID Contingent (Projection for emergency rental assistance)	$5.0 million
Housing Grants (increase of $2.6 million)	$12.7 million
Permanent Supportive Housing (increase of $0.9 million)	$4.1 million
Housing Choice Vouchers (increase of $1.6 million)	$21.0 million
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veterans (increase of $0.09 million)	$4.4 million
Affordable Housing Supply:	
Affordable Housing Investment Fund	$8.9 million
Payment Waiver at Affordable Housing Properties	$2.6 million
TOAH (decrease of $0.3 million)	$0.6 million
Other Housing Programs	$11.8 million
TOTAL	$71.1 million

Direct Housing Assistance

Housing Grants: The County's Housing Grants Program provides rental assistance to low-income Arlington residents who meet at least one of the following criteria: 65 years of age or older, totally and permanently disabled, working families with at least one child under the age of 18, and clients of a County-operated or County-supported mental health program. These grants cover a portion of monthly rent; the amount is determined based on household income, household size, and total rent, with a goal of having tenants pay no more than 40 percent of their income towards rent.

There has been increasing demand for Housing Grants over the past few years, from 1,194 households served in FY 2019 to 1,241 in FY 2020 (3.9% increase) to 1,358 households served in FY 2021 (9.4% increase). In FY 2022, the projected number of households served will increase 4.1 percent, from 1,358 to 1,414. Currently, 88 percent of Housing Grants clients are at or below 30 percent of Area Median Income (AMI).

The Manager's FY 2022 Proposed Budget includes an increase in the maximum allowable rents ($61,331) to ensure subsidies keep pace with the rental market. The maximum allowable rents lag the market by two years. This additional funding, along with increased funding to meet projected needs, increases the Housing Grants budget from $10.1 million to $12.7 million. The County will continue to review eligibility criteria and adjust as needed to ensure the subsidy is deep enough to help Arlington residents maintain their housing.

Housing Choice Voucher Program (HCVP): The federally funded and locally administered Arlington Housing Choice Voucher Program helps low-income families at or below 50% of Area Median Income, the elderly, and people with disabilities obtain safe, decent, and affordable housing in the private market. In recent years, there has been an increase in Housing Choice Vouchers, from 1,456 households in FY 2020 to 1,523 in FY 2021. In FY 2022, the projected number of Arlington households receiving a Housing Choice Voucher increases to 1,550.

In addition, Arlington County, as a recognized Public Housing Agency, received additional funding of $382,489 from HUD to support the program during the COVID-19 pandemic. HCVP participants are eligible to receive emergency financial assistance where participating households have experienced a hardship related to COVID-19 (such as a loss/decrease of income or other related factors) that has affected the participant's ability to pay their portion of the rent or utilities and to prevent displacement. The funding allows for new eligible pandemic-related activities such as procuring PPE, cleaning and medical supplies, providing supportive services to families.

Permanent Supportive Housing: The County's Permanent Supportive Housing (PSH) program provides affordable housing and supportive services for individuals and families who are homeless or at risk of becoming homeless, as well as those who have very low incomes and serious, persistent issues, such as substance use, mental illness or other disabilities, or HIV/AIDS. There has been an increasing demand for Permanent Supportive Housing subsidies, with 277 contracted units in FY 2019, 286 units in FY 2020, and 305 units in FY 2021. The number of contracted units is projected to increase to 318 in FY 2022. To maintain current support levels and adequately fund 318 units, an additional $591,595 is included in the Manager's proposal.

Real Estate Tax Relief: The Real Estate Tax Relief Program provides an exemption and/or deferral of real estate taxes for qualified Arlington homeowners age 65 and older and certain totally and permanently disabled homeowners who have the property title and meet income, asset and other eligibility requirements.

In 2017, the County Manager appointed a commission to assess the continued need for real estate tax relief. This led to a revamping of the program and a new tax exemption category of 75 percent. The continued need for this program is evident, with 914 households having received full or partial exemptions or deferrals in 2019 and 908 households projected to receive full or partial exemptions or deferrals in 2020. These numbers are projected to remain steady in 2021 and 2022.

Eviction Prevention: Many people in our community have faced housing instability over the past year as a result of pandemic-related economic challenges. Since the onset of the pandemic, the County has appropriated more than $8 million in federal, state, and local resources for eviction prevention. In FY 2021 to date, more than $6.9 million has been appropriated, with more than $5 million being distributed by Arlington Thrive, a nonprofit that assists Arlington residents in conjunction with the Department of Human Services. These funds have helped more than 2,000 households with rent, rent arrears, security deposits, and utility payments. These households received an average payment of $2,004. Of the households served, 39 percent were Black or African American, 42 percent were White, 18 percent were Asian, and 1 percent were of another race. In addition, 47 percent were Hispanic/Latino, and more than 51 percent live in the 22204 ZIP code. The County will continue to support eviction prevention efforts by using all available federal, state, and local funds and COVID-19 contingency funding as needed.

Affordable Housing Supply

Each of these initiatives in the proposed budget meets the goals and objectives contained in the Affordable Housing Master Plan, which is undergoing a five-year review. The County Board's Housing Arlington initiative, bolstered by investments in AHIF, is also underway and efforts such as the County's Missing Middle Housing Study will continue into FY 2022.

Payment Waivers: To address rent and vacancy losses and support emergency needs at properties with Committed Affordable Units (CAFs), the County offered to waive payments on County affordable housing loans through December 31, 2020. In return, participating borrowers agreed to not charge late-payment fees or evict tenants for COVID-related non-payment of rent through the end of 2020. This helped low- to moderate-income tenants who lost income due to the COVID-19 pandemic avoid losing their homes. The program waived $2.3 million in County loan payments in 2020. Participating loans continue to accrue interest and still comply with all requirements of their agreements, including repayment.

Due to continued economic uncertainty impacting these properties and their tenants, the County Manager recommends extending the waivers through December 31, 2021. By extending the waived funds for an additional year, the properties could work through significant rental income loss as well as deferred maintenance and other repairs that were put on hold during the pandemic. If continued into FY 2022, the program would waive an additional $2.6 million for a total of $4.9 million in waived County loan repayments. Any funds remaining after December 31, 2021, and not used by the properties for emergency rental assistance or other needs related to the pandemic would be remitted to the County.

Affordable Housing Investment Fund and Development Resources: The County's Affordable Housing Investment Fund (AHIF) 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 289 committed affordable units (CAFs) annually. As of January 2021, the County has 38 CAFs that are affordable to households earning less than 30 percent of the area median income (AMI).

County Board appropriations to AHIF, particularly the portion represented by ongoing funds, have increased significantly since FY 2010. During that time, annual appropriations have increased nearly fivefold while annual base funds have nearly tripled. Annual County Board appropriations are one source of funding for AHIF, but the County also relies on annual loan repayments and developer contributions from site plan projects to provide funding for new projects. Since FY 2010, general fund appropriations and recordation tax have accounted for only 42 percent of the annual AHIF budget; the remaining 58 percent has been funded with loan repayments, developer contributions, and other sources, such as federal dollars. These different sources help diversify AHIF's funding and provide a buffer when annual appropriations or other sources decline.

In FY 2021, Arlington received significant contributions to AHIF from private developers, notably a $20 million contribution from the Amazon HQ2 Met Park Site Plan. In addition to the Met Park contribution, the County received $1.7 million from other developer contributions in FY 2021. The Columbia Hills project also realized $620,000 in AHIF-related construction savings.

Further, the County has a renewed focus on community benefits as part of site plan projects to gain funding as well as land opportunities, particularly because land can be the most difficult and costly portion to obtain for an affordable housing project. In this regard, the County continues to work on the Crystal Houses redevelopment, which includes the conveyance of a 0.9-acre parcel of land to the County for development of committed affordable housing. These efforts will continue in FY 2022.

Additionally, the County exercised an Option to Purchase the southern parcel of Park Shirlington Apartments, which includes 105 of the total 294 apartment units at the property. This will preserve long-term committed affordability at the site. The County anticipates completing the purchase during FY 2022. Between now and August 1, 2021, the County will explore all opportunities to create 294 apartments as committed affordable units and continues to work with the owner on preserving the northern parcel as well.

Lastly, as part of its ongoing asset management effort, the County is continuing an analysis of its committed affordable unit housing stock to ensure those units are well-maintained and that a strategy exists for when these units need additional reinvestment. While owners ultimately bear the responsibility for maintaining aging systems and other infrastructure at their properties, the County can do resource planning to support these reinvestments when the need arises.

Transit-Oriented Affordable Housing (TOAH) Fund: The Transit-Oriented Affordable Housing (TOAH) Fund was designed to promote affordable housing development within the Columbia Pike corridor. The fund provides support to developers to cover infrastructure costs and County fees for projects where they use Low Income Housing Tax Credits.

Most recently, $984,000 in TOAH funds were allocated in FY 2020 to the Arlington View Terrace East project. The County will continue to seek eligible projects to use these funds in FY 2022.

EQUITY

In September 2019, the County Board adopted an **Equity Resolution** that provided direction for Arlington County Government and the community to help advance equity. Since that time, a lot has changed in our community and country. The goals and expectations have become clearer. The need to advance the conversation, educate each other, and take actionable steps has accelerated.

Over the past year-and-a-half, the County has:

- ***Hired a Chief Race and Equity Officer:*** In July 2020, the County Manager appointed the first ever Chief Race and Equity Officer to lead the efforts to advance racial equity, diversity, and inclusion both internal and external to the organization. This senior-level position reports directly to the County Manager. The Manager has also proposed reallocating an existing position to support the work plan of the Chief Race and Equity Officer.

- ***Established a Racial Equity Framework:*** In fall 2020, a vision, mission, and goals were established in the Chief Race and Equity Officer's work plan, providing the framework for the County's Racial Equity Action Plan. This framework is posted on the County's Equity Webpage.

- ***Racial Equity Training***: Countywide racial equity training has continued to expand since the County Board adopted the Equity Resolution in September 2019. Even before then, departments had begun this important work, including participation in the Metropolitan Washington Council of Government's (COG) racial equity program sponsored by the Government Alliance on Race & Equity (GARE). A cohort of 13 County and Arlington Public Schools employees joined colleagues from neighbor jurisdictions for this 10-month program. Senior County leadership also participated in training through GARE. Beginning in September 2020, a County staff "implementation cohort" participated in continued learning and technical assistance programs focusing on how to implement racial equity tools to advance racial equity.

  In FY 2022, the County equity training will be a regular and continual part of learning and development for County leaders and staff.

- ***Initiated Countywide Dialogues on Race and Equity (DRE):*** Between October and December 2020, the County, in partnership with an organization called Challenging Racism, facilitated six virtual conversations among 150 community members on privilege, bias, and systemic racism; completed four trainings with 62 partners on how to have conversations with their networks; conducted an assessment where more than 2,800 residents answered questions about race and racism and provided feedback to the County Manager and Board; and developed a DRE Neighborhood Toolkit to help citizen groups and neighborhoods lead conversations on privilege, bias, systemic racism, and equity.

Other Ongoing Equity Work Includes:

- ***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 internet access to advance education, access to health services, job resources, 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 continues to increase outreach to SWaM businesses to raise awareness about opportunities to bid on County solicitations and do business with Arlington County. The County will be exploring additional training for vendors on best practices for bid and proposal submissions.

What More Are We Doing

The County is using new tools and creative approaches to make it easier for residents from diverse experiences, cultural backgrounds, races, incomes, and housing types to engage with their government and help craft policies, programs, and projects. The FY 2022 Proposed Budget includes $225,000 that will provide for a variety of continuing and new initiatives, including:

- ***Regional Participation and GARE Membership:*** We will continue our partnership through COG in advancing racial equity region-wide and our membership with GARE. These partnerships will provide access to training and technical assistance, resources, and information sharing across jurisdictions with application tailored to each participating locality.

- ***Workforce Dialogues on Race and Equity***: While continuing to provide support and convene the DRE Partners within the community, the County is planning a series of facilitated dialogues for the workforce on race and equity. Conversations will be organization wide and facilitated by an outside consultant. These dialogues—similar to the community-wide dialogues—may also include an assessment component to gather baseline information on the County's workforce views on advancing race and equity so we are able to tailor future actions and move the work forward. Meanwhile, every County department has begun targeted work with their employees to normalize conversations around race and equity.

- ***Racial Equity Core Team:*** The Racial Equity Core Team, which is an extension of the GARE Cohort, will continue to work with the Chief Race and Equity Officer to develop the County's Racial Equity Action Plan. Based on the framework referenced above, the plan will focus on the following areas and provide guidance to departments and inform the community in implementing racial equity: 1) Communications, 2) Community Engagement, 3) Data and Metrics, 4) Education and Training, 5) Finance, Contracts and Procurement, and 6) Workforce.

- ***Racial Equity Training***: The County will develop instructional materials to be used for all staff and adapted for the community to educate about race, equity, and racial equity. Training modules and instructional materials will be provided in a variety of media and formats to give accessibility to all staff and will be adapted for virtual, self-guided, and in-person delivery.

- ***Racial Equity Dashboard:*** The County will develop and maintain a demographic dashboard to present indicators and measures of success by race. The dashboard under development uses American Community Survey Data. This data will be available for use both internally and externally to inform decision-making and track the County's progress over time in closing the gaps on race-based disparities.

- ***Racial History Timeline:*** The County will develop a comprehensive timeline for all areas and lines of business for Arlington County. The timeline will cover the County's origins to present and will be both iterative and interactive. It will include information and facts about Arlington's history in the areas of land use, housing and zoning, parks, cultural resources, transportation, education, civics, politics, etc.

County departments have already implemented policies and procedures to address equity, such as eliminating fines in the Arlington Public Library. Other recommendations for FY 2022 that advance the County's overall equity work are an increase to the County's base pay/living wage from $15 to $17 per hour, an increase in the County employee benefit in the Live Where You Work Program with increased benefits to our lowest paid employees, and additional funds to support the Public Defender's Office, which helps the most vulnerable population in the courts system.

There is a commitment throughout all departments to taking steps towards addressing racial equity, using the lens of these questions: Who benefits? Who is burdened? Who is missing? How do we know? What did/do we do?

There is a concerted effort to normalize conversations about race and equity across the organization—establishing a common language as well as direct and intentional dialogue. The first cohort trained through the COG racial equity program sponsored by GARE will continue to report back on their efforts and training as the Racial Equity Core Team. The County's commitment to racial equity is intended for all employees, to be a part of the culture, and to impact how work is approached in Arlington County.

INVESTING IN OUR WORKFORCE

Arlington County employees are the foundation of our success as a local government, providing excellent service to our residents, visitors, and businesses. Throughout the past year, our employees have also proven themselves to be resilient, innovative, and strategic, as we have all had to change the way we interact and provide services. With the onset of the COVID-19 pandemic in March 2020, the County Manager and County Board made the very difficult decision to suspend pay increases for FY 2021 due to the economic uncertainty of the County's revenue. As the pandemic's impacts on the County's health, safety, and finances continue, once again, the budget does not include a recommendation for a merit pay increase for FY 2022. However, as noted earlier, if additional federal or state funding is received, the County Manager will recommend across-the-board pay raises for staff.

However, the FY 2022 Proposed Budget includes several recommendations that will help reward our employees.

Compensation and Benefit Increases for FY 2022

Proposed enhancements include a one-time bonus for permanent full-time and part-time employees and benefit changes, listed below, for both public safety and general employees.

- **Fire Staffing/Kelly Day Schedule Implementation:** FY 2022 is the fourth and final year of increasing staffing levels to implement the Kelly Day initiative. By the end of FY 2022, it is anticipated that the fire department work week will shift to the 50 hour per week schedule. Kelly Day will provide for an extra day off per 28-day cycle, 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. By the conclusion of FY 2022, the 37 additional uniformed employees will enable a portion of each shift to have additional time off while still meeting minimum staffing needs.

- **Job Family Studies:** The Compensation Maintenance Plan focuses on pay competitiveness and includes benchmark reviews of salary ranges, reviews of organizational structures, and may include updates to the Administrative Regulations associated with pay. The cost of implementing the Compensation Maintenance Plan for FY 2022 is estimated to be $1.4 million. Jobs classes expected to be studied in FY 2022 include construction, engineering, and permits-related jobs, as well as economic development positions.

- **Lowest Base Pay Rate/Living Wage:** The lowest base pay rate earned for all permanent and temporary employees, excluding student assistants and summer recreation assistants, will increase from $15 per hour to $17 per hour. This will assist about 50 current County staff.

- **Health and Dental Insurance:** There will be no premium increase for our Cigna health and Delta Dental plans for FY 2022. Premiums for the Kaiser Permanente plan will be determined in the coming months.

- **Pension:** Continued fully funding the actuarially determined amounts for the County's pension plan and Other Post-Employment Benefits (OPEB) trust.

- **Paid Parental Leave**: The amount of paid parental leave will increase from six to eight weeks.

- **Dependent Care Flexible Spending Account:** The County maximum reimbursement to employees will increase from $1,000 to $1,500 annually for full-time employees.

- **Live Where You Work Grants:** The program budget will increase, allowing for higher rental and ownership grant amounts. The program will also transition from a uniform amount for each employee to providing a greater benefit to those who earn less. Those employees who make 80% of Area Median Income or less will receive a 5% one-time payment towards a home purchase. In addition, renters at 80% of AMI or less will receive double the one-time rental payment of others.

- **Tuition Reimbursement:** The maximum per employee per year will increase from $1,900 to $2,200.

- **Volunteer Leave:** Volunteer leave will increase from eight to 16 hours, allowing employees to use 50 percent of their volunteer hours for service outside Arlington County.

- **Additional Holiday:** Juneteenth will be added as a paid holiday.

- **Extension of "Use By" Date:** Extend the "use by" date for all accrued vacation leave through the end of calendar year 2021.

FY 2022 Proposed Budget Reductions and Realignments

General Fund Impact

Title, Description, and Impact	Reduction Net Tax Support Funding (OT = One-time Savings)	Reduction Full Time Equivalents (V = Vacant / F = Filled)

Summary of Reductions and Realignments

Arlington Economic Development

Director's Office – Trade and Promotion **$10,000**

Description of Current Service: AED uses these funds to pay for economic and policy analysis studies that assess current and future factors that affect economic growth in the County. These funds are also used for programs and activities that provide support to small businesses in the creative sectors of the economy.

Impact of Reduction: This reduction will reduce the total budget in the Director's Office by approximately 29% leaving less funding available for economic studies, program outreach, and capacity-building activities for businesses engaged in the creative sectors of the local economy.

Administrative Operating Budget **$27,618**

Description of Current Service: The Operations group non-personnel budget is used for all department-wide overhead purchases; examples include departmental data subscriptions, supplies, software purchases, and departmental memberships.

Impact of Reduction: Several non-personnel budget areas are impacted by this reduction. The Department will have to prioritize economic development activities related to lead-generation and destination sales marketing memberships, reduce training and travel for Real Estate Development staff, and reduce various office supply and equipment purchases.

Communications – Social Media & Public Relations **$21,743**

Description of Current Service: The Communications group is tasked with providing 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.

Impact of Reduction: The proposed budget reduction is approximately 10% of the Communications division's Social Media and Public Relations budget. This funding is used to market Arlington and attract new business by increasing brand awareness and business engagement. The reduction in funding will affect AED's ability to develop custom targeted outreach to specific audiences and will result in the need for broader media efforts, which are less effective.

Business Investment Group (BIG) – Marketing, Sector Strategies, and Strategic Initiatives	**$32,000**	

Description of Current Service: The BIG team utilizes a variety of methods to increase Arlington's brand awareness and engage companies for the purposes of attraction, expansion, and retention. By attending conferences, identifying prospects, hosting networking opportunities, marketing assets, and sponsoring events, the team generates leads and raises the visibility of Arlington as a preferred location for businesses.

Impact of Reduction: The proposed reduction will potentially result in a lower number of prospect leads and fewer engagement opportunities with the local business community.

Office of the Commissioner of Revenue

Administration Division – Freeze Management Specialist	**$125,022**	**1.0 (V)**

Description of Current Service: The Management Specialist serves as the Customer Advocate for the Commissioner of Revenue's office by being the face of the "Complaint Department" for customers: coordinating with the Commissioner and her deputies on changes to operational processes and procedures, translating (English to Spanish) all of the office's communications, and engaging in marketing and outreach activities.

Impact of Reduction: This position supports all functional divisions, and duties will be absorbed by other staff within the office. Freezing this position will impact the Division's ability to maintain service delivery levels in the variety of support functions it provides to the operations of the Commissioner of Revenue's Office.

Community Planning, Housing and Development

Code Enforcement – Transfer of an Administrative Technician I to the Development Fund	**$68,988**	**1.0 (F)**

Description of Current Service: This position ensures constituent concerns are appropriately vetted, weighted, and assigned to appropriate staff for resolution or referred to the appropriate agencies.

Impact of Reduction: This reduction moves one filled Administrative Technician I position (1.0 FTE) to the CPHD Development Fund. The Department previously moved three Code Enforcement management positions (3.0 FTEs) to the Development Fund; the Administrative Technician I position supports three code enforcement management positions. Moving this position has no impact to the current services being provided by the Code Enforcement Section.

Departmentwide – Reduction of Various Non-Personnel Categories	**$15,618**	**-**

Description of Current Service: These non-personnel funds support the standard operations of the Department.

Impact of Reduction: This reduction decreases various non-personnel categories such as operating supplies due to reduced spending during the COVID-19 pandemic because of remote work. Post-COVID, with a return to the office or hybrid work, this reduction may affect the Department's capacity to pay for needed supplies and related items to run its operation.

Housing – Elimination of Consultant Funds and Partial Reduction of Contracted Services	**$95,000**	**-**

Description of Current Service: The consultant and contractual services budgets in the Department fund a variety of activities executing Board initiatives (e.g. Housing Arlington) by securing outside expertise. The contractual service budget supports current and anticipated costs for a variety of programs used by CPHD staff.

Impact of Reduction: The reduction in consultant ($71,000) and contractual service ($24,000) funding will require the Department to re-prioritize various Housing and departmental initiatives including utilization of loan servicing, asset management, and grants management technology. In addition, the reduction in contracted services may delay or change the County's deliverables to find alternative affordable housing solutions associated with the Housing Arlington Initiative and related efforts, including the Missing Middle Housing Study.

Housing – Utilizing Federal Funds to Cover a Portion of General Fund Personnel Costs	**$100,000**	**-**

Description of Current Service: Community Planning, Housing, and Development staff salaries are charged to the General Fund, with a number of positions (4.5 FTEs) charged to the Housing and Community Development Fund (206). For FY 2022, additional personnel costs in excess of the 4.5 budgeted FTEs will be charged to the Housing and Community Development Fund (206).

Impact of Reduction: This transfer of expenditures to the Housing and Community Development Fund (206) will not have an impact on staffing levels or workload expectations. However, the planned one-time shift would reduce both internal and external activities funded by federal dollars via the Housing and Community Development Fund, such as multifamily development projects and first-time homebuyer loans. In addition, sustaining this reduction on ongoing basis is dependent on the allocation of Federal funding and may not be appropriate in the out years based on federal allocations requirements governing overhead support of federally funded programs.

Comprehensive Planning – Temporary Hiring Freeze of a Principal Planner Position	**$144,499**	**1.0 (V)**

Description of Current Service: This position supports the Arlington County Comprehensive Planning program, which conducts General Land Use Plan Studies (GLUPs) and sector plans, supports five commissions/work groups including JFAC, and participates in facilities planning.

Impact of Reduction: This reduction will result in professional planning services being reassigned; delayed in terms of scheduled completion dates; reassessed in terms of supporting processes, procedures and products; or postponed in order to address other Planning work program priorities.

Code Enforcement – Eliminate a Vacant Administrative Technician I Position	**$34,495**	**0.5 (V)**

Description of Current Service: The administrative team ensures that constituent concerns are appropriately vetted, weighted, and assigned to appropriate staff for resolution or referred to the appropriate agencies.

Impact of Reduction: The elimination of this vacant 0.5 FTE position has a moderate impact. Management has reorganized responsibilities, shifted work to the remaining 1.0 FTE administrative position where possible, and modified community expectations for service and compliance to match available resources.

Department-wide – Reduction in Printer Usage	**$5,227**	**-**

Description of Current Service: As a result of the Covid-19 pandemic and the shift to largely remote work, the number of printers will be reduced resulting in savings to the General Fund ($5,227) and the Development Fund ($16,098).

Impact of Reduction: The impact of this reduction in the number of printers is anticipated to be minimal as the Department transitions to a hybrid remote/in-office presence post-Covid-19.

County Attorney

Reduction of Consultants Line	**$100,000**	**-**

Description of Current Service: The County Attorney's Office utilizes the services of outside consultants in support of litigation and other legal matters requiring specialized expertise or knowledge of areas of law. Consultants, such as appraisers, auditors, technical experts and attorneys, serve as experts in their applicable fields assisting in legal matters through research, specialized reports, opinions, advice, and testimony as needed.

Impact of Reduction: The reduction will reduce consultant funds from $231,972 to $131,972. The reduction will impact the County Attorney's ability to hire specialized consultants without seeking the use of alternative County funding. To the extent funds are not available for outside assistance, the County's legal interests may be impacted.

Reduction of Materials	**$6,000**	**-**

Description of Current Service: Materials funding is used to maintain updated legal reference materials including Virginia Code sets, legal treatises, and fees associated with County Attorney staff access to an online legal research engine.

Impact of Reduction: The reduction will reduce materials funds from $23,395 to $17,395. The impact of the reduction will result in staff giving up their own hardbound volumes of the Virginia Code and updates as well as limit the ability to purchase legal reference material used by staff. The County Attorney's Office will purchase two complete sets of Virginia Code volumes annually for the staff to utilize communally. The online version of the Virginia Code will be available for all staff to use.

County Board Office

County Board Office – Freeze Administrative Specialist	**$81,267**	**1.0 (V)**

Description of Current Service: This position provides general administrative support to the County Board Office including responding to phone calls, greeting visitors, and processing constituent messages and responses. This position also prepares certification of board actions, processes and tracks invoices, and processes advisory group applications and other related tasks.

Impact of Reduction: The Office will redistribute the Administrative Specialist duties to existing staff for FY 2022. The permanent redistribution of these duties will not be sustainable without affecting the level of service to constituents and County Board Members.

County Manager's Office

Communications and Public Engagement (CAPE) – Elimination of the Cable Executive Producer Position	**$159,400**	**1.0 (V)**

Description of Current Service: This reduction will eliminate the Executive Producer role in the Communication and Public Engagement team (CAPE). Recently, CAPE has been streamlining work products and realizing efficiencies. In particular, technology enhancements will eliminate several duties of this position.

Impact of Reduction: The elimination of this 1.0 FTE will have minimal impact on day to day operations. The Communication and Public Engagement team will reorganize and reassign roles to existing staff as necessary.

Environmental Services (DES) – General Fund

Multiple Lines of Business – Budget savings and efficiencies	**$603,908**	**-**

Description of Current Service: The Department of Environmental Services completed a detailed review of their recent spend patterns across lines of business. The following reductions are in areas that have realized savings in their respective budgets in the recent past and are expected to continue as the result of efficiencies and operational changes.

- Transit: $200,000 in savings across various non-personnel budget areas, including fuel, postage, printing costs, and savings related to tire purchases. Tire purchases have been rolled into the ART operations contract with First Transit and are no longer handled through a separate contract resulting in cost reductions.
- Water Sewer Streets (WSS): $113,000 in savings primarily driven by a proposed reduction in the operating supply budget of 10 percent. The Bureau believes it can absorb this reduction based on past spending trends.
- Development Services: $132,392 in savings in temporary staffing, consultant funding and various non-personnel budget line items. Development Services can reduce its temporary staffing budget as three limited term permitting positions were recently converted to permanent staff, decreasing the need for temporary staff. In addition, the consultant budget was previously used to maintain the Civil Engineering Plan review system, which has now been incorporated into the County's permitting program system and is supported by DTS.
- Solid Waste: $150,000 in savings in temporary staffing and overtime. Over the past 10-years, Solid Waste has been gradually transitioning away from leaf trucks that required three individuals to operate, to trucks that are now all able to be operated safely with two individuals, resulting in personnel savings.
- Transportation, Engineering and Operations (TE&O): $8,516 in savings in non-safety wearing apparel. TE&O has transitioned away from purchasing uniforms for staff that are not safety related. Instead they rely on safety vests and name tags for staff that need to be easily identified as County staff.

Impact of Reduction: Given the historical spending trends in the lines of business where these reductions are being taken, DES should be able to absorb these reductions with minimal impacts to service delivery. However, it should be noted that this reduction will remove some operational flexibility from the DES budget.

Multiple Lines of Business – Stormwater Chargebacks	**$375,000**	**-**

Description of Current Service: The Stormwater Fund benefits from the DES leadership, financial support, communications team and technology resources of DES, funded primarily by the General Fund. The Utilities fund is responsible for funding a portion of the Director's Office costs as it benefits from these services. Similarly, when the Utilities Call Center was located at Bozman, the Utilities Fund was responsible for paying a portion of the Bozman rent.

Impact of Reduction: This proposal would charge a portion of the DES Director's office and DES Technology Services to the Stormwater Fund based on FTE allocation ($240,000) and a portion of Bozman Rent (budgeted in Non-Departmental) to the Stormwater Fund ($135,000). This proposal better allocates costs between funds. The Stormwater Fund has included these costs in its FY 2022 Proposed Budget. This is in alignment with how DES allocates costs to the Utilities Fund.

Transportation Planning and Capital Projects (TPCPM) – Transfer Five Capital Projects Coordinators to the Transportation Capital Fund (TCF)	**$295,016**	**5.0 Transfer (F)**

Description of Current Service: The Capital Project Coordinators are tasked with the scoping, development and delivery of transportation capital projects, working in concert with other Bureaus in Transportation, as well as DES in general. The overhead for these positions, the portion that is not charged to capital projects, is currently funded by the General Fund.

Impact of Reduction: This proposed reduction would transfer five capital project coordinators to the Transportation Capital Fund (TCF). TCF would cover the overhead for these positions. Along with lower projected real estate tax revenues in the Transportation Capital Fund, funding the overhead costs of these five positions will require project portfolio adjustments during the upcoming CIP process.

Facilities Management Bureau (FMB) – Convert a portion of custodian services to contract	**$174,145**	**3.0 (V)**

Description of Current Service: FMB manages custodian services at over 85 County facilities with a combination of in-house staff and contracted services. Custodian services has a total of 11 in-house custodians and three supervisors.

Impact of Reduction: As County incumbents in the custodian positions retire, the County is pursuing a strategy of contracting these custodian services. Two positions are anticipated to retire part way through FY 2022, at which point the services will be provided by utilizing the custodian contract at an anticipated savings of $60,037 in FY 2022. These positions will not be eliminated from the budget until FY 2023 since they will be filled for part of FY 2022.

In addition, one supervisor position is retiring in FY 2021. The remaining two supervisors can absorb this work with minimal impact to services as the number of in-house custodians is decreasing. Eliminating this vacant position will save the County $114,108.

Various Lines of Business - Charge-outs to Other Funds and Capital Projects	**$159,614**	**-**

Description of Current Service: Employees in DES often work across various funds and the capital projects DES manages. Periodically it is appropriate to review the funding mix for the employees to ensure it aligns with the service areas and projects the positions support.

Impact of Reduction: DES is proposing changing the funding mix for the following employees after a review of their respective work portfolios:

Transportation Engineering and Operations (TE&O): Increase the amount a TE&O Design Engineer and Traffic Engineer charge to capital projects. After a review of the projects that these positions support, it was determined that the amount budgeted for the capital charge-outs of these positions should be increased ($98,110).

Director's Office: Increase the charge-out to the Utilities Fund and Stormwater Fund for a Management and Budget Specialist in the General Fund. As the scope of the Stormwater capital program has increased, DES has had to adjust work portfolios of staff to provide the appropriate financial support. This charge-out appropriately reflects the level of support of this position ($61,504).

Various Lines of Business – Vehicle Fleet Management	**$142,581**	**-**

Description of Current Service: The DES vehicle fleet includes 200 vehicles charged to the General Fund. DES is eliminating three General Fund vehicles and deferring replacement of 75 vehicles in FY 2022.

Impact of Reduction: The majority of the savings stem from deferring the replacement of vehicles. DES undertook an extensive review of its vehicle fleet and worked with the Equipment Bureau to identify vehicles that based on use, mileage, and condition could be extended. In addition, DES is eliminating three vehicles. Two vehicle eliminations are from the motor-pool, reducing the motor pool from 18 to 16 vehicles. This will have a minor impact of vehicle availability but based on mileage it can be accommodated. Employees in the Courthouse area are teleworking more, reducing the need for vehicles to transport employees for in-person meetings. The third vehicle elimination is used by the construction team in the Facilities Management Bureau. After reviewing how the construction group performs its work, it was determined that the number of vehicles could be reduced and the motor pool will be used when needed.

Facilities Maintenance Bureau (FMB) - Facility changes due to COVID-19 Pandemic	**$90,602**	**-**

Description of Current Service: FMB currently maintains over 85 County buildings and 4.3 million square feet to ensure the buildings are safe, functional, clean, comfortable, and energy efficient. Due to COVID-19, the reduced usage of buildings is anticipated to generate utility and custodian savings in FY 2022.

Impact of Reduction: Reduced Community Center Hours: The Department of Parks and Recreation has proposed reducing community centers hours at various times and locations in FY 2022. FMB anticipates this will save $46,602 in utilities and custodian expenses specifically related to Arlington Mill closing Sundays, Walter Reed closing on the weekends, and Fairlington and Madison closing Saturdays.

Monthly Savings from Facility Closures: FMB is realizing monthly utility and custodian savings related to facilities being closed due to COVID-19 ($44,000). It is unknown at this time how long these buildings will remain closed in FY 2022 as recovery continues from the pandemic. This budget reduction represents one month of savings. If the buildings are closed longer additional savings will be realized.

Metro - Eliminate Metrobus Route 15k	**Future year savings**	**-**

Description of Current Service: The Metrobus 15K is a weekday, peak period only route that serves East Falls Church Metrorail Station and Langley (C.I.A.) with minimal stops in between. The first trip of the day originates at the Rosslyn Metrorail station and then operates only between East Falls Church and Langley. The route is operated by the WMATA West Ox division in Fairfax County and has not run since March 2020 due to the COVID-19 pandemic guided WMATA Service changes. In 2018, the County requested, and WMATA agreed, to remove the Rosslyn to Langley portion of the route due to low ridership. Fairfax County requested the Langley to East Falls Church leg of the route remain. This route is slated to be taken over by Fairfax County in July 2021 and no longer be operated by WMATA.

Impact of Reduction: The Metrobus 15K operates minimally within Arlington County. Due to the low ridership and the specialized nature of this route, the 15K lends itself more to a shuttle type of service than that of a Metrobus. The elimination of this route would affect Arlingtonians who work at the C.I.A.; however, the ridership has been determined to be extremely low. Due to the number of bus route changes at WMATA, and the impact of these changes to the regional funding formula that allocates Metrobus costs to jurisdictions, we cannot anticipate the savings to the County's FY 2022 metro subsidy at this point in time. We do anticipate this will lead to modest savings in future years.

Various Lines of Business - Printer Contract Savings	**$13,251**	**-**

Description of Current Service:
Printer usage was reviewed across DES and it was determined that there are a number of printers the Department could return or downgrade to a less expensive model and still maintain the appropriate level of printing and copying capability.

Impact of Reduction:
Given increased rates of telework across the department and the use of Microsoft TEAMS to conduct meetings virtually, the department is far less reliant on paper.

Transportation Engineering and Operations (TE&O) - Residential Permit Parking (RPP) Credit Card Fees	**$10,000**	**-**

Description of Current Service: The residential permit parking (RPP) program incurs fees when customers pay for permits with credit cards.

Impact of Reduction: TE&O is proposing charging RPP customers a credit card convenience fee of 2.5 percent, consistent with other programs in the County. This is estimated to recover $10,000 in fees otherwise paid for by the County.

Fire Department

Office of the Chief – Freeze Administrative Assistant to the Fire Chief/Fire Administration Office Manager	**$48,213**	**-**

Description of Current Service: This position will be frozen upon the retirement of the incumbent midway through FY 2022.

Impact of Reduction: By freezing this position, operational efficiency in the Fire Chief's Office will be reduced. This position handles office supply inventory and ordering as well as coordinating office and departmental activities.

Office of the Chief – Freeze Management & Budget Specialist **$115,282** **1.0 (V)**

Description of Current Service: This position serves as a dedicated grants manager for the Fire Department as well as manages procurement for Personnel Services and Facilities.

Impact of Reduction: This position freeze will reduce the Fire Department's financial team from three to two positions. By eliminating this civilian finance position, the department's financial management capacity is reduced including:

- The ability to research and apply for grant funding opportunities;
- Managing existing or new grants, which could affect funding levels in the future;
- Taking on new projects;
- Updating policies and procedures to ensure effective and efficient processes;
- Ensuring that contracts are maintained and renewed in a timely manner; and
- Managing the procurement process.

Emergency Services – Return to Operations **$260,000**

Description of Current Service: Currently, two uniformed positions are responsible for being an Executive Assistant/Public Information Officer (PIO) and additional staffing in the Operations section in Logistics. For FY 2022, these uniformed positions will be returned to the field and the primary responsibilities of the uniform position in Logistics will be replaced with civilian personnel.

Impact of Reduction: Evolving changes in departmental operations allow for the re-deployment of uniform staff back to other Fire functions (Captain I and Firefighter/EMT III), resulting in savings on overtime and callback expenses related to uniform personnel in these functions. The PIO functions that cannot be completed by the field operations PIO team will be added to the High Threat Program medic's responsibilities.

Human Resources Department

Director's Office – Equipment & Supplies **$38,336** **-**

Description of Current Service: Reduce office equipment and office supplies for HR operations and programs.

Impact of Reduction: Continued telework and online services reduce the need for a variety of office equipment and office supplies.

County-wide – Safety **$26,666** **-**

Description of Current Service: Classroom based defensive driving instruction, testing, and instructor certification is offered for employees.

Impact of Reduction: Classroom based training will be replaced with less expensive online training and testing through the Department of Motor Vehicle approved vendors. This budget reduction will not impact the number of staff who can take the training.

Classification and Compensation – Staff HR/OD Specialist **$44,484** **-**

Description of Current Service: Classification and Compensation staff support classification and compensation analysis of County-wide job classes and categories

Impact of Reduction: The reduction requires filling the vacancy with a junior level analyst to continue supporting job classification and compensation.

Director's Office – Freeze the Assistant to the Director	**$121,105**	**1.0 (V)**

Description of Current Service: The Assistant to the Director supports administrative duties in the Director's Office including staff support for the Civil Service Commission and Human Resource Liaisons.

Impact of Reduction: Freezing this position will require the workload to be redistributed to current staff.

Human Services

Departmental Administration – Administrative Services	**$183,769**	**1.0 (V); 0.40 Transfer (F)**

Description of Current Service: This reduction is a composite from several Divisions within the Department of Human Services (DHS) – the Child and Family Services Division, Economic Independence Division and the Director's Office. The Child and Family Services Division operates programs that preserve and improve the health and well-being of children and families. The Division's programs include child welfare (child protective services, foster care, and adoption), behavioral healthcare (intake, assessment and outpatient therapy, and case management), and training and education for early childhood development and family preservation. The Economic Independence Division administers social safety net programs addressing the housing, nutrition and employment needs of the County's most vulnerable residents. The Division also conducts eligibility determination activities for federal subsidy programs including Temporary Assistance for Needy Families, Supplemental Nutrition Assistance Program and Medicaid. The DHS Director's Office provides overarching administrative support for the Department's five operational divisions including financial management, human resources, facilities, information technology, compliance, and data quality.

Impact of Reduction: A vacant Administrative Specialist will be frozen and defunded in the Child and Family Services Division's Management and Administration Unit. This full-time position primarily provides financial support by creating monthly and quarterly reporting for federal and state programs. Other responsibilities include invoice processing, onboarding newly contracted vendors, and audit support. These duties will be absorbed by the remaining six staff and will increase the workload on existing staff in providing timely reporting, invoicing, and vendor onboarding. Total net savings: $55,154, 1.0 FTE ($88,958 expense reduction offset by a reduction of $33,804 in revenue reimbursement).

The Economic Independence Division's consultant budget will be reduced by $46,013 to $174,676. Consultants provide a varied array of administrative, training and programmatic support to the Division's social safety net programs. The remaining budget will be sufficient to meet the projected need. Total savings: $46,013.

The Director's Office information technology consultant budget will be reduced by $36,235 to $8,910. Information technology consultants provide project management, training and system configuration for the myriad of business systems used by the Department to operate its programs. Recently, these services have been included in the scopes of work for software contracts funded from other sources; there is no adverse impact from the reduction. Total savings: $36,235.

A part-time Administrative Technician will be transferred from the Economic Independence Division's County funded housing program to the federally funded Housing Choice Voucher Program. The position provides administrative support and customer service to program managers and clients of a variety of housing and rental subsidy programs. These duties will be transferred to other support staff of the County-funded programs. The Housing Choice Voucher Program can absorb the increased cost with no adverse impact. Total savings: $32,436.

Three vehicles will be eliminated from the Department's fleet. The vehicles are available to DHS staff for local or state-wide business travel. Following a needs analysis of the Department's fleet, these vehicles can be eliminated with no adverse impact. Total savings: $13,931.

Housing & Homeless Services – Emergency Lodging **$11,000** **-**

Description of Current Service: The Economic Independence Division's Housing Assistance Bureau administers an emergency lodging program for the unsheltered population as a housing option of last resort when space is unavailable at one of the County's homeless shelters. Individuals are placed in a hotel room on a temporary basis while a more stable housing solution is identified.

Impact of Reduction: The Emergency Lodging Program's budget will be reduced by $11,000 to $36,974. Due to increased bed space at the Homeless Services Center and the availability of new federal and state grants, demand decreased for locally funded emergency lodging. Alternate funding streams to safety-net providers and a more efficient transition process to mainstream rental housing for at-risk households and the homeless also contributed to the decreased demand for local emergency lodging funds. There is no adverse impact from the reduction.

Community Assistance – Shirlington Employment and Education Center **$25,000** **-**

Description of Current Service: The Economic Independence Division manages a County funded $222,550 grant to the Shirlington Employment and Education Center (SEEC) to assist day laborers secure extended or permanent employment. The services provided by SEEC are also provided by the Division's Employment Center and Community Outreach Program; with each co-located in the Arlington Mill Community Center, where SEEC operates.

Impact of Reduction: The County funded $222,550 grant to SEEC will be reduced by $25,000. The number of day laborers served by SEEC has been decreasing. In FY 2021, SEEC serves an average of 15 or fewer individuals seeking employment assistance. If economic conditions worsen and SEEC is unable to meet demand, clients can be referred to the Employment Center or Community Outreach Program co-located in the Arlington Mill Community Center with no adverse client impact.

Community Assistance – Capital Caring **$14,051** **-**

Description of Current Service: The Aging and Disability Services Division manages a County funded $14,051 contract with Capital Caring to provide hospice support and consultation to eligible households. In addition, the County provides an annual property tax abatement of $50,000 to the organization. In FY 2020, Capital Caring served 327 Arlington households.

Impact of Reduction: The $14,051 County-funded Capital Caring contract will be eliminated in FY 2022. Expenses for acute hospice care, grief counseling and end-of-life planning are submitted to Medicare and Medicaid for covered individuals. Capital Caring operates a patient assistance program for the uninsured so they may receive services. Households needing financial assistance may be eligible for funding from the DHS emergency assistance program. As the primary provider of hospice and palliative care in the County, some clients may be referred to the Virginia Hospital Center for services. There is no adverse client impact from eliminating this contract.

Behavioral Healthcare – Clarendon House Program **$95,999** **1.0 (V)**

Description of Current Service: The Behavioral Healthcare Division provides psychosocial rehabilitation services to adults with serious mental illness through its Clarendon House Program. Individuals are provided case management services for ongoing functional assessment, treatment planning, service linking, progress monitoring, advocacy, and problem-oriented counseling. Psychosocial rehabilitation services are covered by Medicaid and subject to reimbursement at the standard rates.

Impact of Reduction: A vacant Human Services Specialist will be eliminated from the Behavioral Health Division's Clarendon House program. This full-time position provides case management services to an average of 24 clients in the psychosocial day program. These duties will be absorbed by the remaining three Human Services Specialists whose caseloads will increase to an average of 32 clients. There is no impact on reimbursement revenue from insurance due to the transfer of cases to remaining staff.

Child and Family Services - Title IV-E Foster Care General Fund Revenue Transfer **$468,429** **-**

Description of Current Service: Title IV-E of the Social Security Act funds the maintenance and administrative costs of children in foster care who meet specified federal eligibility requirements. Depending on annual audit results and errors and omissions in eligibility determination, DHS may be asked to return reimbursements to the state. To ensure the financial stability of the program, DHS maintained a trust and agency revenue reserve account to fund any potential reimbursement retractions.

Impact of Reduction: The $468,429 Title IV-E trust and agency reserve fund will be transferred to the County's General Fund to reduce net tax support. The fund is no longer needed due to the significant decrease in reimbursement retractions requested by the state. Issues of non-compliance are a rarity due to improvements to business systems and staff training. Any retractions will be absorbed by the DHS base budget. There is no adverse impact from this funding transfer.

Child and Family Services – Children's Services Act (CSA) **$448,500** **-**

Description of Current Service: The Children's Services Act (CSA) is a Virginia statute that establishes a single state pool of funds from the Departments of Social Services, Behavioral Health and Developmental Services, Education and Juvenile Justice to purchase services for at-risk children and families. CSA creates a collaborative system of services and funding that is child-centered, family-focused and community-based when addressing the strengths and needs of youth and families.

Impact of Reduction: The $3,881,815 CSA budget will be reduced by $448,500. The remaining $3,433,315 is sufficient to meet the projected need. Less County tax support is needed to fund the program due to increases in Medicaid billing for covered services. There is no adverse client impact from the reduction. Total net savings: $448,500 ($975,000 expense reduction offset by a revenue reduction of $526,500).

Juvenile and Domestic Relations District Court (JDR)

Probation – Freeze Juvenile Probation Counselor II **$108,401** **1.0 (V)**

Description of Current Service: The Juvenile Probation Counselor II supervises youth and family compliance with court orders, evaluates client needs and possible risks to the community, serves as a case manager to refer clients to appropriate services, and prepares social histories and other reports for the court.

Impact of Reduction: Freezing the Probation Counselor II position will result in redistribution of caseloads among the remaining probation counselors, with the average annual number of cases potentially increasing from 40 to 43 cases per counselor, to ensure the continuity of services to Court clients. The impact of this action is mitigated by the decreasing number of overall juvenile cases and the position being currently vacant with caseloads redistributed to other Probation Counselor staff.

Department of Libraries

Public Services **$880,889** **8.5 (V)**

Description of Current Service: Delay the re-opening of Glencarlyn and Cherrydale libraries.

Impact of Reduction: Cherrydale and Glencarlyn will not re-open to the public until July 2022. Regular patrons of these libraries will need to use other library locations.

Management and Finance

DMF Internal Audit **$89,957** **0.5 FTE (V)**

Description of Current Service: The internal audit program assesses and evaluates internal controls over County operations. The audits have historically reviewed high risk areas and provided information for management to take the necessary corrective action to strengthen controls and mitigate the risk for fraud, waste and abuse. The program is co-sourced between County staff and contractor support.

Impact of Reduction: This reduces the Internal Audit function from 1.5 to 1.0 FTE. This reduction will limit the number of internal audits that can be completed each year and will slow the timeframe for completion of follow-up audits of remediation actions agreed to in management response of previous audits. It may also slow the ability to investigate hotline complaints. Reducing the audit coverage results in an increased likelihood of not remediating areas of risk.

DMF Internal Audit **$68,500** **-**

Description of Current Service: The internal audit program assesses and evaluates internal controls over County operations. The audits have historically reviewed high risk areas and provided information for management to take the necessary corrective action to strengthen controls and mitigate the risk for fraud, waste and abuse. The program is co-sourced between County staff and contractor support.

Impact of Reduction: This reduction will reduce the number of internal audits conducted each year by 3-4 audits. Reducing the audit coverage may result in increased likelihood of not remediating areas of risk.

Non-Departmental

Apply Broker Rebates Toward Capital Projects **$2,600,000**

Description of Current Service: General Fund support to the County's General Capital Projects Fund was reduced by $2.6 million. The Capital Projects Fund provides a variety of pay-as-you-go (PAYG) support to maintenance capital projects. For FY 2022, the total PAYG budget, with its multiple funding sources, will remain at a similar level to FY 2021. The reduction in the General Fund transfer will be offset with existing funds which had been set-aside for Bozman Center renovations. This is a planned one-time reduction of the General Fund's transfer to PAYG in FY 2022.

Impact of Reduction: The application of broker rebate funds towards capital projects will save $2,600,000 in General Fund local tax dollars on a one-time basis.

Increase Credit for Staff Turnover **$1,600,000**

Description of Current Service: Credit for staff turnover captures the decreased costs in employee wages and benefits from staff turnover due to vacancies. It is calculated as a percent of projected salaries and benefits.

Impact of Reduction: Increasing credit for staff turnover results in additional budgetary savings of $1,600,000. Each department will continue to carefully monitor personnel expenditures as hiring circumstances evolve with the ongoing economic recovery.

Decrease Contingents **$400,000**

Description of Current Service: The General Fund's General Contingent and Compensation Contingent were initially established for unforeseen expenditures that were not previously budgeted for in the adopted budget. However, since the County Board has increased the funds in the Stabilization Reserve over the past few years, the General Contingent can be eliminated ($250,000) and the Compensation Contingent can be reduced ($150,000) to $200,000 with minimal adverse fiscal impacts.

Impact of Reduction: The County's ability to continue addressing unexpected events such as the current Covid-19 pandemic will remain fiscally sound. As required by financial policies adopted by the County Board, the Stabilization Reserve maintains a minimum of 1.0 percent of the General Fund budget and withdrawals are replenished within two subsequent fiscal years.

Additional Vehicle Fleet Alignments **$192,702**

Description of Current Service: Deferring the replacement of vehicles results in savings of $192,702. This is in addition to the vehicle reductions reported within individual departmental budgets.

Impact of Reduction: The impact of this re-alignment should be minimal due to more employees teleworking and shifts in how work is done including the implementation of virtual inspections, reducing the need for vehicle transport.

Re-Align the Fuel Budget **$625,000**

Description of Current Services: Projected demand and fuel pricing results in savings of $625,000 in the County's fuel budget. This is in addition to any savings reported within individual departmental budgets.

Impact of Reduction: The County's fuel budget is sufficiently funded for projected demand.

Parks and Recreation (DPR)

Facilities Coordination and Operations – Reduce Level of Temporary Staff in Community Centers	**$200,000 and $400,000 (OT)**	**12.10 (V)**

Description of Current Service: Temporary staff are used throughout the year to augment the division's permanent staff to provide robust community center public operating hours and customer service. As a result of the COVID-19 pandemic, the Department has identified that the community center staffing model can be adapted by adjusting both the public operating hours across the portfolio of facilities and the overall staffing levels within the facilities with minimal impact to the public.

After closing all community centers in March 2020 due to the COVID-19 pandemic, DPR reopened four of the fifteen community centers for fitness center access only in July 2020. These centers have been operating with reduced public hours and without temporary staff support. DPR has identified that once facility operations return to pre-COVID levels, it can do so with a permanently reduced level of temporary staff support.

Impact of Reduction:

- The ongoing reduction of the level of temporary staff ($200,000) represents an efficiency. DPR will continue the new staffing model when community centers reopen; there will be no public impact.
- The one-time reduction of the level of temporary staff ($400,000) represents anticipated savings in FY 2022, as community centers will continue to operate more limited hours with 140 fewer hours of public access across all centers. The reduced hours in FY 2022 will impact DPR's ability to offer weekend classes through the Enjoy Arlington class catalog, restrict access to fitness centers, and reduce opportunities for weekend rentals for birthday parties, churches, and other organizations. Throughout FY 2022, the County will continue to evaluate when and how it is safe to reopen community centers.

Reduce Level of Temporary Staff Across the Parks and Natural Resources Division (PNR) and Community Recreation Division (CR)	**$355,000**	**7.39 (V)**

Description of Current Service: Temporary staff in DPR are used to augment the Department's permanent staff. In Community Recreation, they provide support for summer camp and year-round recreation programs including preschool, break camps, art classes, and 55+ programs. In Parks and Natural Resources, temporary staff assist with regular maintenance of parks on weekends from April through October to allow permanent staff to focus on larger, more complex maintenance issues during the week.
Impact of Reduction: During the COVID-19 pandemic, DPR has realized efficiencies as it has changed the way it delivers programs and maintains parks. Community Recreation will continue to offer its program with reduced temporary staffing without impacting the quality of programming for participants. Similarly, Parks and Natural Resources will continue operating with a minimum level temporary staff support for general park maintenance, leaf collection, and park ranger unit support. However, the County will need to monitor park maintenance depending on the level of park usage post-pandemic. There may be a future need for additional support to prevent a reduction in the level of service.

Departmental Management and Leadership – Eliminate Support for Northern Virginia Conservation Trust (NVCT)	**$90,159**

Description of Current Service: Northern Virginia Conservation Trust receives funding from Arlington to support a portion of NVCT salaries and benefits as well as expenses related to stewardship, public outreach, employee professional development, and an annual event held in Arlington based on a Memorandum of Agreement, which expires in September 2021.

Impact of Reduction: While NVTC's mission is aligned with the County's Comprehensive Plan and our common interest in protecting and preserving natural resources, elimination of this funding will not have a direct impact on the provision of services to Arlington residents. If the funding is eliminated and the MOA terminated, the County would have to relinquish its three members to the NVCT Board of Directors.

Department of Management and Leadership – Reduce Support for Virginia Cooperative Extension (VCE)	**$63,682**

Description of Current Service: Virginia Cooperative Extension implements both 4-H and Family and Consumer Education programs focused on financial education, career development, and economics through a Memorandum of Understanding (MOU) established with the County in 2010. County funding for VCE supports a portion of the organization's salaries and benefits and nominal non-personnel expenses. In addition to this direct financial support, DPR also provides free office space to VCE at the Fairlington Community Center.

Impact of Reduction: VCE would be impacted as their organization would need to either identify new funding sources or adjust their current offerings within the decreased funding amount provided by DPR. Reductions to their current offerings could result in less programming.

Supplemental Fees – Right-Size the Supplemental Fees Program Budget **$44,157**

Description of Current Service: This reduction is the realization of efficiencies in implementing supplemental fee programs. Actual spending has been below budget in the past few years.

Impact of Reduction: There is no impact to programming or participants.

Facilities Coordination and Operation and Parks Management and Construction– Utility and Custodial Savings with Change to Community Center Hours **$33,847**

Description of Current Service: The reduction of community center hours in FY 2022 will result in savings of utilities and custodial expenses.

Impact of Reduction: This reduction is an efficiency with no impacts.

Department of Management and Leadership – Freeze DPR Program Manager **$135,748** **1.00 (V)**

Description of Current Service: A vacant Program Manager position was planned to be reallocated within the Department to support human resource and organization development activities.

Impact of Reduction: This budget reduction will delay Department initiatives to streamline operations, improve how Departmental teams work together to improve effectiveness of operations and delivery of services, and support larger changes such as opening new facilities and ensuring staff are prepared.

Senior Adult Programs – Freeze Community Recreation Programmer II **$111,950** **1.00 (V)**

Description of Current Service: A vacant Programmer II position was planned to be reallocated within the Department to support enhanced camp coordination and programming for youth due to growing demands in that program area.

Impact of Reduction:
The 55+ Program will redistribute work within the team to minimize impact to program participants while the Youth team will postpone plans for enhanced programming.

Police Department

Support Management Section – Fuel Charges **$227,368** **-**

Description of Current Service: This is fuel for Police Department vehicles.

Impact of Reduction: Due to reduced fuel prices and utilizing more fuel-efficient vehicles, the Police Department feels it can reduce its fuel budget by $227,368. There will be no service impact.

Operating Supplies	**$127,419**	**-**

Description of Current Service: These are the items the Police Department purchases in order to support the work it does. Traditional items purchased in this category include electronic and paper parking tickets, cleaning supplies, ink cartridges and paper, firearms range equipment and supplies, dog food for canines, and motorcycle helmets and equipment.

Impact of Reduction: The purchase and replacement of some supplies will have to be deferred or delayed and will be selected based on need and priority. This could impact specialized needs to assist in investigations, recruiting and retention, and training.

Human Resources Management – Police Officer Positions	**$940,000**	**10.0 (V)**

Description of Current Service: These are 10 currently vacant entry-level Police Officer positions. Police officers engage in numerous activities, the most prominent of which is routine patrol in their assigned areas.
Impact of Reduction: This would limit the Department's hiring capabilities but would be consistent with staffing numbers in recent years. Freezing and eliminating the funding for these positions will limit the Police department's ability to respond to miscellaneous events or activities related to traffic safety, pedestrian safety, and the Clarendon Nightlife Detail. Details, such as the County roving detail and other unfunded County overtime requests may not be filled due to monetary restrictions.

Special Operations Section – Crossing Guard Hours	**$169,785**	**2.6 (V)**

Description of Current Service: These are positions equivalent to 104 hours per week.

Impact of Reduction: Crossing locations not covered by current staff will have to be evaluated for need and, if determined to be necessary, covered by other members of the police department taking them away from other duties.

Criminal Investigations Section – Fingerprint Specialist III	**$85,872**	**1.0 (V)**

Description of Current Service: The Fingerprint Specialist III position is a forensic fingerprint examiner that is responsible for reviewing collected fingerprints for matches and also entering these fingerprints into the state and federal databases.

Impact of Reduction: Temporarily freezing this position will require the work to be spread among the remaining 4 fingerprint specialists, potentially delaying analysis for investigations.

Special Operations Section – Public Service Aide (PSA) I	**$61,624**	**1.0 (V)**

Description of Current Service: PSAs primarily write parking tickets, approximately 5,600 per year for various violations, and assist with traffic control and logistics during special events. They may also be assigned to various administrative roles with units needing assistance.

Impact of Reduction: PSA positions have been difficult positions to retain and recruit. The temporary freezing of one position (1.0 of 18.0 total PSA FTEs) will not significantly impact operations.

Special Operations Section – Public Service Aide II	**$67,110**	**1.0 (V)**

Description of Current Service: PSAs primarily write parking tickets, approximately 5,600 per year for various violations, and assist with traffic control and logistics during special events. They may also be assigned to various administrative roles with units needing assistance.

Impact of Reduction: PSA positions have been difficult positions to retain and recruit. The temporary freezing of one position (1.0 of 18.0 total PSA FTEs) will not significantly impact operations.

Public Safety Communications and Emergency Management

Emergency Communications – Staffing Changes to 9-1-1 Call Taking and Dispatching	**$171,638**	**2.0 (V)**

Description of Current Service: The 9-1-1 operation is the largest function within the Emergency Communications Center (ECC) consisting of four shifts of 10-12 personnel. Each shift contains two (2) supervisors and personnel serving as call takers and dispatchers, both within the Center and remotely. The Center receives over 450,000 calls a year, with an estimated 90,000 a year in 9-1-1 emergency calls. The center, like all 9-1-1 centers, faces the constant challenge of training and certifying staff on hand, filling vacant positions, and using overtime to maintain adequate staffing levels to provide optimal service to Arlington residents.

Impact of Reduction: This reduction includes two vacant emergency communications call taker ($171,638) positions. The loss of two positions will impact recruitment strategies, leading to smaller classes for onboarding and training. As a result, staff will focus efforts on training current staff within the financial resources available to ensure more dispatchers and call takers are available across each shift to handle emergency calls. A major area of concern with this reduction will be the amount of staff available to handle administrative, non-emergency calls, which still represent 65% of the center's call volume and can be extremely time consuming. Staff may have to implement operational changes to this process in order to prioritize emergency calls with the resources available.

Emergency Communications – Overtime Changes to 9-1-1 Call Taking and Dispatching	**$250,000**	**-**

Description of Current Service: The 9-1-1 operation is the largest function within the ECC consisting of four shifts of 10-12 personnel. Each shift contains two (2) supervisors and personnel serving as call takers and dispatchers, both within the Center and remotely. The Center receives over 450,000 calls a year, with an estimated 90,000 a year in 9-1-1 emergency calls. The center, like all 9-1-1 centers, faces the constant challenge of training and certifying staff on hand, filling vacant positions, and using overtime to maintain adequate staffing levels to provide optimal service to Arlington residents.

Impact of Reduction: This reduction includes reducing budgeted overtime by $250,000. To implement this, department leadership will modify departmental policy to ensure that the budgetary reduction has minimal impact on the most critical aspects of emergency communication operations. The overtime policy modification will increase the number of employees qualified to meet overtime requests/needs. A major area of concern with this reduction will be the amount of staff available to handle administrative, non-emergency calls, which still represent 65% of the center's call volume and can be extremely time consuming. Staff may have to implement operational changes to this process in order to prioritize emergency calls with the resources available.

Emergency Communications Center – Contract Efficiencies	**$200,000**	

Description of Current Service: The Emergency Communications Center oversees enterprise contracts for services such as public safety radio maintenance and administration. These services include maintaining the infrastructure, devices, software and hardware that power the public safety radio system. In addition, staff perform in-house maintenance and administration and make modifications to the system to improve its performance and efficiency.

Impact of Reduction: DPSCEM has re-organized some internal functions and invested in technological advancements resulting in an improved efficiency of the interoperability communications program. As a result, staff can improve and maintain some aspects of the system without relying on contractor support, resulting in contractual savings to the County without a loss of service to the public safety customer.

Sheriff's Department

Corrections – Freeze a vacant Records Assistant IV **$79,790** **1.0 (V)**

Description of Current Service: This position performs data entry as individuals are committed to jail, prepares court documents, ensures accurate information for the Local Inmate Data System (LIDS) audit, and data integrity that is disseminated to both State Police and the FBI.

Impact of Reduction: The body of work will be distributed among the remaining four records assistant positions. This additional workload could result in additional overtime incurred by the records assistants or the Sheriff may have to assign deputy sheriff staff to complete the work.

Corrections – Freeze 10.0 vacant Deputy Sheriff Positions **$505,475** **10.0 (V)**

Description of Current Service: These positions performs several law enforcement duties from managing and securing our direct supervision adult detention facility, providing security for the courthouse and courtrooms (General, Juvenile Domestic Relations, Circuit Court), transporting inmates to courts, state facilities and medical appointments, serving civil process and criminal warrants, and enforcing criminal and traffic violations.

Impact of Reduction: The department has established minimum staffing levels to safely and effectively manage the orderly operations of the Arlington County Detention Facility. This reduction will result in additional staff overtime to meet these minimum staffing levels. The freezing of 10.0 vacant Deputy Sheriff positions equates to a total reduction of $903,920. However, $398,445 of the reduction is being reallocated to the Department's overtime budget to reduce the impact of the additional overtime that would be incurred from this reduction and to aid in rightsizing the department's overtime budget which has been underfunded for years.

Corrections – Roll Call Overtime **$300,000**

Description of Current Service: The Department's corrections staff conduct daily pre-shift roll calls for staff working in the detention center and in court security to communicate recent events and pertinent operational information before staff starts their shift. Since staff assigned to the detention facility work 12-hour shifts that consist of staffing a specific post, the roll calls require staff to attend roll call at the beginning of their shift, generating an overtime cost for these staff.

Impact of Reduction: Due to COVID-19, the Department has suspended formal roll calls which require overtime for staff to attend. They instead share information electronically. As an outcome of the suspension less overtime required. This change in business practice will net an approximate overtime savings amount of $300k. There will be no operational impact as a result of this reduction.

Technology Services (DTS)

Enterprise Technology and Application Systems- PRISM Support **$416,402** **1.0 (V)**

Description of Current Service: The Department of Technology Services provides IT support for critical County applications such as the County's Financial and Human Resource System (PRISM) using a combination of staff and contractor positions.

Impact of Reduction: The reduction will decrease IT support for the County's enterprise financial and human resource system (PRISM) by eliminating a Vacant Senior IT Analyst ($176,402, Vacant 1.0 FTE) and reducing IT contractor support ($240,000).This reduction will decrease support for PRISM's Finance and Human Resource modules resulting in delays in enhancements, fixes and day to day support.

Enterprise Technology and Application Systems- ERMS Contract Support **$100,000** **-**

Description of Current Service: The County uses an electronic records management system (ERMS) to retain critical documents related to financial records, personnel records and County Board actions. Specifically, the County uses BRASS (Board Report Assistant System Software) to manage the workflow process for County Board reports which are prepared for monthly County Board meetings. The system requires ongoing support and its users require assistance in performing various time-sensitive tasks.

Impact of Reduction: This reduction will eliminate an Electronic Records Management System (ERMS) Contractor which will result in reduced support to County staff using the BRASS system as well as other ERMS applications. The impact will be somewhat mitigated by the assignment of a Management Intern to provide ERMS support.

Enterprise Technology and Application Systems-Network Management Services Support **$100,000** **-**

Description of Current Service: The Department of Technology Services manages the County's network using a combination of staff and contractor positions.
Impact of Reduction: The reduction will lead to longer response times to resolve network system outages and security events.

Enterprise Technology and Application Systems-Call Center Support **$90,000** **-**

Description of Current Service: The Department of Technology Services provides technical support to all County Call Centers.

Impact of Reduction: Reducing the network and telephone support by 20 percent may lead to longer system down-time when call center abnormalities or outages occur.

Security – Cybersecurity Engineer **$146,000** **1.0 (V)**

Description of Current Service: This position provides monitoring of overall network security, including cybersecurity issues such as phishing and malware.

Impact of Reduction: The reduction in cybersecurity engineers from three to two and will result in decreased support for overall monitoring of security systems including cybersecurity issues. The impact will be somewhat mitigated by the redistribution of some cybersecurity duties to existing management interns.

Multiple Lines of Business – Training Budget **$20,000** **-**

Description of Current Service: The department training budget provides funding for county employees to maintain certifications, attend seminars, conferences, and acquire training materials.

Impact of Reduction: This reduces the department's training budget by 22 percent and may limit staffs' ability to adopt newer technologies such as Cloud migration.

Treasurer's Office

Operations Division – Freeze Treasury Specialist II-Cashier	**$31,010**	**-**

Description of Current Service: This Treasury Specialist II position provides information and customer service to the public in person, by phone, and by email. This position operates a cash drawer to accept in-person payments at the cashier window, processes dog license applications and inquiries, and provides case management as well as occasional backup to other divisions. This position will be frozen upon the retirement of the incumbent midway through FY 2022.
Impact of Reduction: Freezing the only dedicated cashier position will necessitate the temporary reallocation of another customer service agent to cover the cashier window, leaving fewer employees to respond to customer phone calls, email inquiries, and work items.

FY 2022 Proposed Budget Reductions and Realignments

Other Funds

Department of Environmental Services (DES) – Other Funds		
Equipment Bureau – Eliminate two vacant technicians	**$177,350**	**2.0 (V)**

Description of Current Service: The Light Vehicle Fleet section performs maintenance and repairs on all County and APS light vehicles including sedans, SUVs, vans and light trucks. The Equipment Bureau is downsizing this section from 10 to 9 mechanics by transferring one mechanic to the evening Bus Section and eliminating one vacant evening Bus position.

The Fire and Engineering section services all Fire apparatus and a vast array of complex construction and engineering equipment. One vacant technician position on the Engineering side of the Fire & Engineering section will be eliminated reducing this section from seven to six mechanics.

Impact of Reduction:

Prior consolidation and increased efficiencies of the day and evening Light Vehicle Fleet sections allows the Equipment Bureau to reduce one position and still manage the workload.

In order to keep up with the maintenance and repair of construction equipment, efficiencies will have to be realized in the Engineering section and additional support will have to be provided from the evening Heavy Fleet section.

The Equipment Bureau believes both of these reductions are manageable, however; if there is a significant negative impact on vehicle downtime, the bureau will request additional FTEs in future budget processes.

Print Shop – Printing Services Contract	**$175,699**	**-**

Description of Current Service: The County has a contract with Xerox for printers and printing software used in the Print Shop and by County Departments.

Impact of Reduction: The County's contract cost with Xerox is reduced based on renegotiating portions of the County's printing services contract. Hardware, software licenses, and Xerox service costs can be reduced or eliminated with minimal impact to the County operations.

Utilities Fund - Printer Contract Savings	**$2,243**	**-**

Description of Current Service: Printer usage was reviewed, and it was determined there were a number of printers DES could return or downgrade to a less expensive model and still maintain the appropriate level of printing and copying capability.

Impact of Reduction: Given increased rates of telework across the department and the use of Microsoft TEAMS to conduct meetings virtually, the Department is far less reliant on paper.

Stormwater Fund – Eliminate Stormwater Wise Program **$120,000** **-**

Description of Current Service:
The StormwaterWise Program is a technical assistance and cost-share program that provides incentives to constituents to implement on-site green infrastructure and water quality projects on their property. Historically, the program funded roughly 60 private homeowners and 10 HOAs and/ or businesses annually. This program serves as an educational element in the County's MS4 permit with the State (counted under public engagement but not accorded nutrient credits). The projects that are eligible for incentives include conservation landscapes, permeable pavement, rain gardens and pavement removal.

Impact of Reduction:
After a review of the StormwaterWise Program, combined with equity concerns regarding the program, it is recommended that this form of a private-sector incentive program be suspended as the stormwater program shifts its focus towards increasing runoff management and flood resiliency performance through the CIP investments, LDA 2.0 enhancements, and the Stormwater Work Group recommendations.

Travel and Tourism Promotion Fund

Arlington Convention and Visitors Service **$246,746** **1.0 (V)**

Description of Current Services: Promotion of Arlington to domestic and international meeting/group planners and leisure travelers through sales and marketing activities is critical to increasing overnight hotel stays in Arlington. In addition to supporting Arlington's small businesses, hotels and their employees, these stays result in significant Transient Occupancy Tax, Meals Tax, and Sales Tax revenues for the County. As the national and local hospitality sector has been devastated by the COVID-19 pandemic, strategic destination promotion will play a key role in accelerating economic recovery.

Impact of Reduction: These reductions are expected to slow down programmatic efforts that target business and leisure hotel stays in Arlington along with related visitor spending at local businesses. Specific reductions include:

- Freeze the vacant Destination Sales Manager ($115,413, 1.0 FTE);
- Leisure marketing campaigns and ad optimization project ($40,268);
- Memberships and postage ($24,065);
- International marketing and regional partnerships ($20,000);
- Meetings and convention sales activities ($20,000);
- Consultants and contracted services related to data/research tools ($15,000); and
- Employee Training ($12,000).

NOTES:

- *OT = One-time savings*
- *V = Vacant position*
- *F = Filled position*

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 County is constrained in its revenue growth by restrictions to its ability to change taxes and fees.

As illustrated in the forecast, future budgets are expected to follow the current trend for the foreseeable future, with anticipated budget gaps of approximately $30.5 million in FY 2023 growing to about $128.9 million in FY 2027 driven principally by expenditure growth continuing to outpace revenue growth. One driver of these projected gaps is the assumption of a conservative recovery of revenues to pre-pandemic levels; a faster or more dramatic revenue recovery would reduce the projected budget gaps.

On the expenditure side, the forecast assumes that we will continue our commitments to our workforce, fund the operating costs of capital projects, address the core needs of our growing population, and maintain support for our schools in line with the revenue sharing agreement (currently sharing 47% of local tax revenue with schools).

With the discussion of budget priorities, it is evident that some programs would benefit from additional resources, but given the current budget climate, will not receive them. These additional resources range widely from continuation of pandemic-level support to residents and businesses to more traditional services like streetlight maintenance, library materials, and community engagement resources. Any changes in service levels to fund priority areas will be considered in each year's budget process.

Multi-Year Financial Forecast

REVENUE	Adopted FY 2021	% chg	FY 2022 Proposed	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg	Forecast FY 2025	% chg	Forecast FY 2026	% chg	Forecast FY 2027	% chg
Real Estate	803,658,440	3.2%	810,573,740	0.9%	813,703,820	0.4%	819,622,440	0.7%	828,649,100	1.1%	840,477,660	1.4%	857,844,940	2.1%
Less Crystal City TIF Real Estate	(5,759,940)	1.9%	(4,303,230)	-25.3%	(3,621,400)	-15.8%	(3,469,550)	-4.2%	(3,549,020)	2.3%	(3,835,680)	8.1%	(4,543,010)	18.4%
Less Columbia Pike TIF Real Estate	(968,520)	43.8%	(627,960)	-35.2%	(431,720)	-31.3%	(388,010)	-10.1%	(410,880)	5.9%	(493,390)	20.1%	(696,980)	41.3%
Less Ballston Quarter TIF Real Estate	(1,811,540)	44.9%	(1,408,690)	-22.2%	(1,346,380)	-4.4%	(1,310,450)	-2.7%	(1,298,640)	-0.9%	(1,322,030)	1.8%	(1,369,280)	3.6%
Personal Property	120,052,147	0.8%	118,052,147	-1.7%	118,533,147	0.4%	119,212,457	0.6%	120,675,463	1.2%	122,167,683	1.2%	123,281,151	0.9%
BPOL	63,000,000	-8.7%	68,400,000	8.6%	70,110,000	2.5%	71,862,750	2.5%	72,581,378	1.0%	73,307,191	1.0%	74,040,263	1.0%
Sales*	43,127,695	-3.5%	43,800,000	1.6%	44,238,000	1.0%	44,680,380	1.0%	45,573,988	2.0%	46,485,467	2.0%	47,415,177	2.0%
Meals*	36,772,563	-10.1%	31,480,525	-14.4%	37,776,630	20.0%	40,043,228	6.0%	41,644,957	4.0%	42,477,856	2.0%	43,327,413	2.0%
TOT	19,257,639	-25.9%	10,000,000	-48.1%	16,500,000	65.0%	22,275,000	35.0%	24,502,500	10.0%	25,727,625	5.0%	27,014,006	5.0%
Other Taxes	38,907,881	-4.9%	41,415,000	6.4%	42,243,300	2.0%	43,088,166	2.0%	43,519,048	1.0%	43,954,238	1.0%	44,393,781	1.0%
SUBTOTAL: TAXES	**1,116,236,365**	**0.4%**	**1,117,381,532**	**0.1%**	**1,137,705,397**	**1.8%**	**1,155,616,411**	**1.6%**	**1,171,887,892**	**1.4%**	**1,188,946,621**	**1.5%**	**1,210,707,461**	**1.8%**
State	79,146,009	4.1%	79,424,957	0.4%	79,424,957	0.0%	79,424,957	0.0%	79,424,957	0.0%	79,424,957	0.0%	79,424,957	0.0%
Federal	16,145,620	0.5%	15,994,904	-0.9%	15,994,904	0.0%	15,994,904	0.0%	15,994,904	0.0%	15,994,904	0.0%	15,994,904	0.0%
Other Revenue	111,677,217	0.2%	125,490,276	12.4%	119,215,762	-5.0%	115,639,289	-3.0%	116,795,682	1.0%	117,963,639	1.0%	119,143,275	1.0%
SUBTOTAL: OTHER	**206,968,846**	**1.7%**	**220,910,137**	**6.7%**	**214,635,623**	**-2.8%**	**211,059,150**	**-1.7%**	**212,215,543**	**0.5%**	**213,383,500**	**0.6%**	**214,563,136**	**0.6%**
CARRYOVER FUNDS	22,239,239	-45.9%	25,378,660	14.1%	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL REVENUE	**1,345,444,450**	**-0.8%**	**1,363,670,329**	**1.4%**	**1,352,341,020**	**-0.8%**	**1,366,675,561**	**1.1%**	**1,384,103,435**	**1.3%**	**1,402,330,121**	**1.3%**	**1,425,270,597**	**1.6%**

EXPENDITURES	Adopted FY 2021	% chg	FY 2022 Proposed	% chg	Forecast FY 2023	% chg	Forecast FY 2024	% chg	Forecast FY 2025	% chg	Forecast FY 2026	% chg	Forecast FY 2027	% chg
Salaries	290,920,801	1.2%	296,037,225	1.8%	310,839,000	5.0%	326,381,000	5.0%	342,700,000	5.0%	359,835,000	5.0%	377,827,000	5.0%
Benefits	130,964,273	1.8%	125,847,120	-3.9%	128,678,242	2.2%	131,905,493	2.5%	135,214,939	2.5%	138,608,700	2.5%	142,088,951	2.5%
SUBTOTAL: PERSONNEL	**421,885,074**	**1.4%**	**421,884,345**	**0.0%**	**439,517,242**	**4.2%**	**458,286,493**	**4.3%**	**477,914,939**	**4.3%**	**498,443,700**	**4.3%**	**519,915,951**	4.3%
Ongoing Operating Expenses	216,366,821	7.5%	228,673,262	5.7%	232,103,541	1.5%	235,636,728	1.5%	239,275,911	1.5%	243,024,269	1.6%	246,885,078	1.6%
Metro	47,808,764	0.4%	46,622,208	-2.5%	48,566,164	4.2%	54,833,742	12.9%	57,878,800	5.6%	61,403,728	6.1%	65,010,988	5.9%
Contingents (General & Stabilization)	250,000	-96.4%	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Economic Development Grants	2,389,371	-	2,491,028	4.3%	2,166,029	-13.0%	1,782,413	-17.7%	1,782,413	0.0%	1,895,646	6.4%	1,857,409	-2.0%
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%	8,303,202	0.0%
One-time AHIF	7,090,140	-2.3%	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Regionals	6,724,786	-9.7%	6,990,129	3.9%	6,990,129	0.0%	6,990,129	0.0%	6,990,129	0.0%	6,990,129	0.0%	6,990,129	0.0%
Ongoing Capital	3,832,227	-43.5%	1,180,133	-69.2%	3,832,227	224.7%	5,000,000	30.5%	5,000,000	0.0%	5,000,000	0.0%	5,000,000	0.0%
Debt	68,962,748	-4.4%	73,564,710	6.7%	79,313,612	7.8%	86,074,193	8.5%	92,085,802	7.0%	95,380,030	3.6%	100,505,127	5.4%
Debt Service for Master Lease	8,107,143	0.0%	8,107,143	0.0%	8,350,357	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%	17,900,000	-2.7%	18,437,000	3.0%	18,990,110	3.0%	19,559,813	3.0%	20,146,608	3.0%	20,751,006	3.0%
COVID Contingent	10,200,000	-	17,500,000	71.6%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
SUBTOTAL: NONPERSONNEL	**398,435,202**	-2.8%	**411,331,815**	3.2%	**408,062,261**	-0.8%	**426,211,385**	4.4%	**439,734,964**	3.2%	**451,268,273**	2.6%	**464,701,340**	3.0%
Schools Ongoing (based on 47.0% of tax revenue)	524,631,092	0.4%	525,169,320	0.1%	534,721,537	1.8%	543,139,713	1.6%	550,787,309	1.4%	558,804,912	1.5%	569,032,507	1.8%
Schools One-time	-	-	4,577,170	-	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Transfers to Other Funds	493,082	0.0%	707,679	43.5%	501,679	-29.1%	501,679	0.0%	501,679	0.0%	501,679	0.0%	501,679	0.0%
TOTAL EXPENSES	**1,345,444,450**	-1.0%	**1,363,670,329**	1.4%	**1,382,802,719**	1.4%	**1,428,139,270**	3.3%	**1,468,938,892**	2.9%	**1,509,018,564**	2.7%	**1,554,151,477**	3.0%

Shortfall/Surplus $ (millions)	Adopted FY 2021	FY 2022 Proposed	Forecast FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027
Revenue	1,345,444,450	1,363,670,329	1,352,341,020	1,366,675,561	1,384,103,435	1,402,330,121	1,425,270,597
Expenditures	1,345,444,450	1,363,670,329	1,382,802,719	1,428,139,270	1,468,938,892	1,509,018,564	1,554,151,477
Annual Deficit/Surplus**	-	-	(30,461,699)	(61,463,709)	(84,835,456)	(106,688,442)	(128,880,880)

*Sales and meals tax estimates in years FY 2023 through FY 2027 include growth attributable to the Ballston Quarter development and are net of contributions to the Ballston Quarter TII

**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.

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, Counter Services, Enforcement, Plan Review, and Board of Zoning Appeals Sections of the Zoning 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.

National Landing 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. 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. In April 2020, the County Board passed an ordinance to change the name from the Crystal City BID to the National Landing BID. 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.

Housing Choice Voucher Fund

This fund accounts for the revenue from the U.S. Department of Housing and Urban Development for Housing Choice Voucher 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 Housing Choice Voucher 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) Funds

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 & National Landing BIDs	Community Development Fund	Housing Choice Voucher 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 2020 Actuals	FY 2021 Adopted	FY 2022 Proposed	% Change '21 Adopted to '22 Proposed
COUNTY GOVERNMENT				
Operating Expenses	$680.8	$703.8	$715.5	1.7%
Capital Outlay	28.0	3.8	1.2	-69.2%
Debt Service	72.0	69.0	73.6	6.7%
Other Post Employment Benefits (OPEB) [1]	18.8	18.4	17.9	-2.7%
Contingents[7] (General, Housing, Stabilization Reserve, Covid-19 Response)	1.4	25.9	25.8	-
Subtotal	801.0	820.8	833.9	1.6%
OTHER FUNDS[3]				
Ballston Quarter Tax Increment Financing	2.0	2.0	1.9	-4.5%
Travel & Tourism Promotion	1.1	1.2	1.0	-21.2%
Ballston Business Improvement District	1.5	1.6	1.5	-6.3%
Rosslyn Business Improvement District	3.8	4.1	4.2	3.8%
National Landing Business Improvement District	2.7	4.7	4.6	-3.6%
Community Development	6.2	3.4	2.8	-16.2%
Housing Choice Voucher Program	19.0	19.5	21.1	8.2%
General Capital - PAYG [2]	51.8	34.0	11.7	-65.8%
Stormwater Management	12.0	11.7	15.1	28.4%
Transportation Capital [2]	41.2	34.4	34.0	-1.4%
Crystal City Tax Increment Financing [2]	5.8	5.8	4.3	-25.3%
Columbia Pike Tax Increment Financing	0.03	1.0	0.6	-38.1%
Utilities (including Utilities capital)	122.6	127.1	132.1	3.9%
Ballston Parking Garage [4]	2.5	4.2	3.2	-23.6%
CPHD Development	19.9	24.2	23.7	-2.2%
Automotive Equipment	20.3	18.6	21.0	12.9%
Printing	3.4	2.4	2.1	-11.5%
Subtotal	315.7	299.9	284.7	-5.1%
Less Transfers to Other Funds	(30.7)	(4.3)	(1.9)	-56.4%
Less Other Fund Transfers[5]	(17.1)	(20.2)	(19.0)	-5.6%
COUNTY GOVERNMENT SUBTOTAL	1,069.0	1,096.2	1,097.7	-
SCHOOL BOARD [6]				
School Operating Fund	528.4	559.9	546.4	-2.4%
School Comprehensive Services (CSA)	4.4	4.2	4.4	4.1%
School Debt Service	58.9	56.9	58.4	2.6%
School Capital Projects	16.2	2.0	5.7	179.3%
School Food Services Fund	9.1	11.3	10.2	-9.9%
School Grants and Restricted Programs	16.8	16.1	17.2	6.8%
Community Activities Fund	16.5	19.8	20.5	3.8%
School Board Subtotal	650.3	670.3	662.8	-1.1%
TOTAL COUNTY GOVERNMENT AND SCHOOL BOARD	**$ 1,719.3**	**$ 1,766.5**	**$ 1,760.5**	-

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

[2] Expenses do not include utilization of fund balance for FY 2021 and FY 2022. Refer to fund narrative for total expenditures.

[3] General Obligation Bond (GO bond) funding is not included above. FY 2021 GO bond funding totals $14.5 million and is included in the FY 2021 Adopted Budget.

[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 2022 School Board budget reflects the preliminary Superintendent's Proposed Budget to the School Board.

[7] COVID-19 Response includes only those costs charged directly to a County-wide account in FY 2020; many other costs were spread throughout department operations and are included in Operating Expenses. In FY 2021 Adopted and FY 2022 Proposed, COVID-19 Response includes the budget for the COVID Contingent.

Numbers may not add due to rounding.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2022 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	$296,037,225	-	$495,858	-	-	-	$530,903	$843,235	-
Employee Benefits	143,747,120	-	170,362	-	-	-	127,445	351,541	-
Contractual Services	154,618,135	$1,928,165	278,360	$1,442,180	$4,124,633	$4,478,986	-	230,050	-
Internal Services [1]	13,861,808	-	8,120	-	-	-	-	16,450	-
Other Charges [2]	631,292,326	-	-	29,432	84,176	91,408	309,354	19,613,604	-
Materials and Supplies	10,919,816	-	-	-	-	-	-	6,000	-
Capital Outlay	3,306,789	-	-	-	-	-	-	-	$11,654,848
Other Uses of Funds [3]	117,321,075	-	-	-	-	-	1,862,009	-	-
Intra-County Charges for Services	(7,433,965)	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**$1,363,670,329**	**$1,928,165**	**$952,700**	**$1,471,612**	**$4,208,809**	**$4,570,394**	**$2,829,711**	**$21,060,880**	**$11,654,848**
REVENUES BY CATEGORY									
Local Taxes	$1,117,381,532	$1,928,165	$500,000	$1,471,612	$4,208,809	$4,570,394	-	-	-
Licenses, Permits and Fees	11,541,524	-	-	-	-	-	-	-	-
Fines & Forfeitures, Use of Money & Property	39,437,780	-	-	-	-	-	-	$6,500	-
Outside Charges for Services	63,420,327	-	-	-	-	-	-	-	-
Miscellaneous Revenue	2,179,733	-	-	-	-	-	-	10,000	-
Commonwealth of Virginia	79,424,957	-	-	-	-	-	-	-	-
Federal Government	15,994,904	-	-	-	-	-	$2,829,711	21,188,367	-
Other Revenue [4]	25,378,660	-	-	-	-	-	-	-	$10,474,715
Transfers from Other Funds	8,910,912	-	452,700	-	-	-	-	-	1,180,133
TOTAL REVENUES	**$1,363,670,329**	**$1,928,165**	**$952,700**	**$1,471,612**	**$4,208,809**	**$4,570,394**	**$2,829,711**	**$21,204,867**	**$11,654,848**

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 the Housing Choice Voucher Program
[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 2022. Refer to fund narrative for total expenditures.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2022 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	$4,209,107	$1,835,505	$249,622	-	$19,885,250	-	-	-	$10,237,402	$4,575,036	$450,836
Employee Benefits	1,600,419	830,204	106,870	-	7,503,878	-	-	-	4,060,619	1,897,877	265,577
Contractual Services	2,364,044	524,222	2,000	-	21,194,786	-	$1,780,972	$38,532	5,652,882	1,421,851	1,174,718
Internal Services [1]	2,352,204	6,371	-	-	6,994,886	-	-	-	2,793,708	34,200	28,193
Other Charges [2]	132,099	3,499,130	-	$627,960	15,548,000	-	609,100	26,540	35,102	130,000	-
Materials and Supplies	97,805	11,000	1,000	-	7,247,492	-	164,100	25,040	104,806	1,728,771	190,655
Capital Outlay	4,310,024	27,257,405	3,943,738	-	288,078	$26,065,000	-	-	778,397	11,181,806	-
Other Uses of Funds [3]	-	-	-	-	29,714,526	-	593,061	-	-	-	-
Intra-County Charges for Services	-	-	-	-	(2,338,140)	-	-	-	-	-	-
TOTAL EXPENDITURES	**$15,065,702**	**$33,963,837**	**$4,303,230**	**$627,960**	**$106,038,756**	**$26,065,000**	**$3,147,233**	**$90,112**	**$23,662,916**	**$20,969,541**	**$2,109,979**
REVENUES BY CATEGORY											
Local Taxes	$13,746,952	$33,963,837	$4,303,230	$627,960	-	-	-	-	-	-	-
Licenses, Permits and Fees	-	-	-	-	-	-	-	-	$19,869,558	-	-
Fines & Forfeitures, Use of Money & Property	-	-	-	-	$259,800	$350,000	-	-	-	$300,000	-
Outside Charges for Services	1,318,750	-	-	-	105,658,586	10,167,000	$2,869,700	$200,650	5,289	17,716,585	$1,855,000
Miscellaneous Revenue	-	-	-	-	120,370	-	-	-	39,500	506,000	-
Commonwealth of Virginia	-	-	-	-	-	-	-	-	-	-	-
Federal Government	-	-	-	-	-	-	-	-	-	-	-
Other Revenue [4]	-	-	-	-	-	-	277,533	-	-	2,967,571	-
Transfers from Other Funds	-	-	-	-	-	15,548,000	-	-	-	32,168	254,979
TOTAL REVENUES	**$15,065,702**	**$33,963,837**	**$4,303,230**	**$627,960**	**$106,038,756**	**$26,065,000**	**$3,147,233**	**$200,650**	**19,914,347**	**$21,522,324**	**$2,109,979**

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 the Housing Choice Voucher Program
[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 2022. Refer to fund narrative for total expenditures.

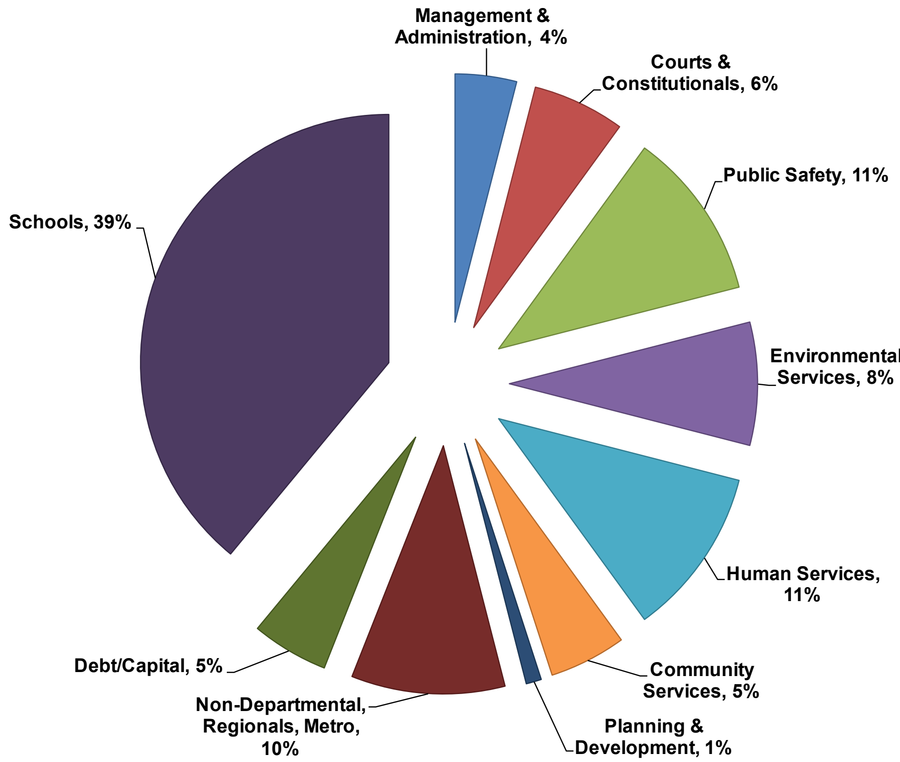
GENERAL FUND SUMMARY

(Figures in Millions of Dollars)

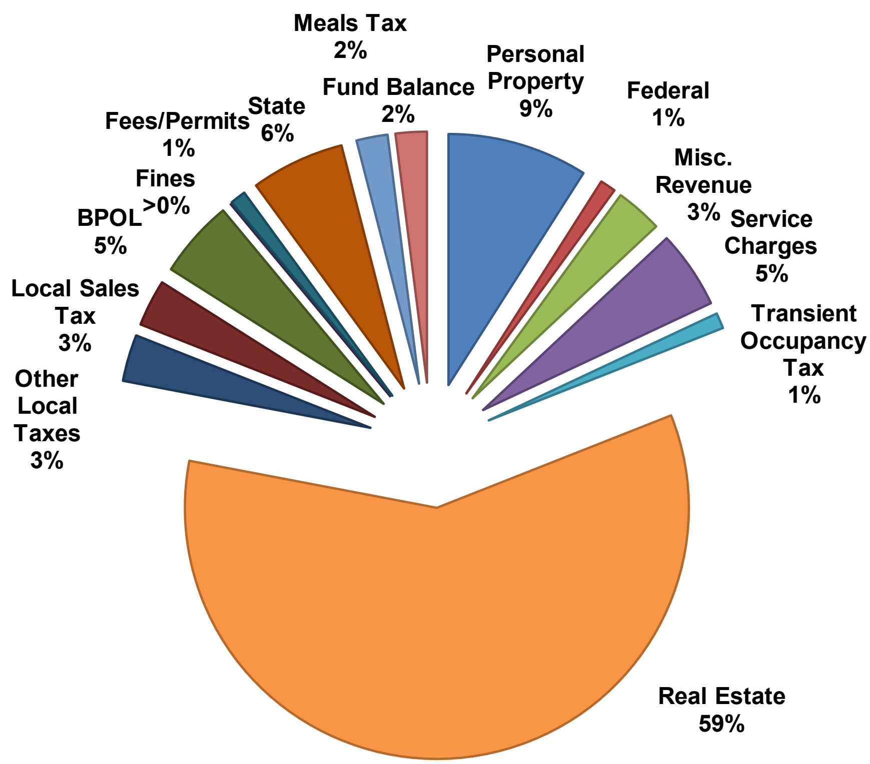
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 Adopted to '22 Proposed
EXPENDITURES				
County Services [1]	$633.2	$656.0	$668.9	2.0%
Metro Operations	47.6	47.8	46.6	-2.5%
County Debt Service	72.0	69.0	73.6	6.7%
Other Post Employment Benefits (OPEB) [2]	18.8	18.4	17.9	-2.7%
Contingents				
General	-	0.3	-	-100.0%
Stabilization Reserve [3]	-	-	-	-
Covid-19 Response [4]	1.4	10.2	17.5	71.6%
Affordable Housing Investment Fund (AHIF)	-	15.4	8.3	-46.1%
Subtotal County Services	773.0	817.0	832.7	1.9%
Capital	28.0	3.8	1.2	-69.2%
Subtotal County	801.0	820.8	833.9	1.6%
Schools Transfer (ongoing)	522.8	524.6	525.2	-
Schools Transfer (one-time)	-	-	4.6	-
Subtotal Schools	522.8	524.6	529.8	1.0%
TOTAL EXPENDITURES	**$1,323.8**	**$1,345.4**	**$1,363.7**	1.4%
REVENUES				
Real Estate Tax	$784.1	$795.1	$804.2	1.1%
Personal Property Tax	120.5	120.1	118.1	-1.7%
BPOL Tax	72.0	63.0	68.4	8.6%
Sales Tax	43.7	43.1	43.8	1.6%
Transient Tax	16.6	19.3	10.0	-48.1%
Utility Tax	17.0	17.2	17.2	-
Meals Tax	32.8	36.8	31.5	-14.4%
Communications Sales Tax	6.2	6.1	6.1	-
Other Local Taxes	18.7	15.6	18.1	16.1%
Subtotal Taxes	1,111.6	1,116.2	1,117.4	-
Licenses, Permits and Fees	14.1	13.1	11.5	-12.0%
Fines, Interest and Other	30.3	21.5	39.4	83.3%
Charges for Services	55.6	64.3	63.4	-1.3%
Miscellaneous	15.6	12.8	11.1	-13.4%
Revenue from State	77.5	79.1	79.4	-
Revenue from Federal Government	33.0	16.1	16.0	-0.9%
Subtotal Other	226.1	207.0	220.9	6.7%
Total Revenue (excluding Fund Balance)	1,337.7	1,323.2	1,338.3	1.1%
Prior Year Fund Balance	129.7	22.2	25.4	14.1%
TOTAL REVENUES & FUND BALANCE	**$1,467.3**	**$1,345.4**	**$1,363.7**	1.4%

[1] Includes General Fund transfers to other operating funds.
[2] Includes Pay-As-You-Go retiree health and life insurance, and transfer to the OPEB Trust Fund.
[3] In the FY 2021 Adopted Budget, the County Board changed the reserves policy to rename the Budget, Economic, and Revenue Stabilization Contingent the Stabilization Reserve. While the Contingent was appropriated on an annual basis, the Stabilization Reserve is not appropriated similar to the County's General Operating Reserve.
Numbers may not add due to rounding.
4 COVID-19 Response includes only those costs charged directly to a County-wide account in FY 2020; many other costs were spread throughout department operations and are included in County Services above. In FY 2021 Adopted and FY 2022 Proposed, COVID-19 Response includes the budget for the COVID Contingent.

FY 2022 Proposed Budget General Fund Expenditures



FY 2022 Proposed Budget General Fund Revenues



COUNTY GOVERNMENT SUMMARY

	FY 2020 Adopted FTE	FY 2021 Adopted FTE	FY 2022 FTEs Frozen/ Funding Eliminated	FY 2022 Proposed FTE	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense
GENERAL FUND							
County Board	10.00	10.00	*(1.00)*	10.00	1,617,157	$1,704,263	$1,528,141
County Manager	31.00	31.00	*(1.00)*	31.00	5,037,376	5,134,115	5,167,072
Management and Finance	58.50	59.50	*(0.50)*	59.50	8,507,461	8,569,554	8,514,168
Technology Services	80.00	85.00	-	89.00	26,162,571	26,039,370	26,338,193
Human Resources	53.00	53.00	*(1.00)*	54.18	9,586,373	9,658,006	9,994,057
County Attorney	16.00	16.00	-	18.00	3,025,692	3,264,500	3,642,495
Circuit Court Judiciary	11.30	10.30	-	10.30	1,189,132	1,253,184	1,265,345
Clerk of the Circuit Court	27.00	29.00	-	31.50	3,301,258	3,492,403	3,775,880
General District Court	1.00	1.00	-	1.00	356,710	406,355	408,793
Juvenile and Domestic Relations Court	60.30	60.30	*(1.00)*	57.80	6,841,346	7,335,007	7,281,260
Commonwealth's Attorney	36.00	38.00	-	42.00	4,685,745	4,632,228	5,141,552
Office of the Magistrate	-	-	-	-	26,544	29,986	29,986
Office of the Public Defender	-	-	-	-	171,548	181,239	336,310
Sheriff	295.00	296.00	*(11.00)*	297.00	46,968,108	46,192,674	44,728,693
Commissioner of Revenue	53.00	53.00	*(1.00)*	53.00	5,903,371	5,949,123	5,859,471
Treasurer [3]	62.66	62.66	*(1.00)*	62.66	6,494,950	7,298,502	7,352,918
Electoral Board	8.80	9.80	-	9.80	1,459,522	1,835,477	1,828,491
Public Safety Comms. & Emergency Mgmt.	74.50	75.50	*(2.00)*	74.50	14,013,398	13,629,582	13,190,698
Police	479.00	481.00	*(15.60)*	489.00	70,065,179	72,274,292	71,391,082
Fire [3]	349.00	359.00	*(2.00)*	370.00	65,131,946	66,430,066	66,365,025
Environmental Services [3]	397.50	404.50	*(3.00)*	399.50	96,197,296	109,182,243	107,713,442
Human Services	701.87	714.62	*(1.00)*	733.12	140,082,502	146,126,784	156,088,709
Libraries	130.67	130.67	*(8.50)*	130.67	14,333,511	14,758,386	13,862,772
Economic Development	51.90	50.90	-	50.90	8,511,765	8,669,102	8,570,677
Community Planning, Housing & Devel.	82.00	82.50	*(1.50)*	81.00	10,823,249	11,624,696	11,127,857
Parks and Recreation	359.86	368.66	*(2.00)*	383.75	40,749,904	44,685,251	47,582,643
Non-Departmental/Other					52,150,957	72,635,363	75,773,250
Debt Service					72,027,127	68,962,748	73,564,710
Regionals/Contributions					7,378,942	6,724,786	6,990,129
Metro					47,597,637	47,808,764	46,622,208
SUBTOTAL FOR FUND	3,429.86	3,481.91	(53.10)	3,539.18	770,398,275	816,488,049	832,036,027
TRANSFERS TO OTHER FUNDS							
Travel & Tourism Promotion					246,700	246,700	452,700
Printing					246,382	246,382	254,979
Trust & Agency					2,062,750	-	-
Other Post Employment Benefits Trust					52,745	-	-
SUBTOTAL					2,608,577	493,082	707,679
Schools Transfer					522,797,251	524,631,092	529,746,490
General Capital Projects					28,042,166	3,832,227	1,180,133
TOTAL TRANSFERS TO OTHER FUNDS					553,447,994	528,956,401	531,634,302
GENERAL FUND TOTAL	**3,429.86**	**3,481.91**	**(53.10)**	**3,539.18**	**$1,323,846,269**	**$1,345,444,450**	**$1,363,670,329**
OTHER FUNDS - OPERATING AND CAPITAL							
Ballston Quarter Tax Increment Financing	-	-	-	-	1,974,215	2,018,464	1,928,165
Travel & Tourism Promotion	7.00	7.00	*(1.00)*	7.00	1,084,593	1,209,582	952,700
Ballston Business Improvement District	-	-	-	-	1,460,340	1,569,935	1,471,612
Rosslyn Business Improvement District	-	-	-	-	3,838,405	4,053,393	4,208,809
National Landing Business Improvement Dist	-	-	-	-	2,692,339	4,739,568	4,570,394
Community Development	4.50	4.50	-	4.50	6,210,021	3,378,470	2,829,711
Housing Choice Voucher Program	11.60	11.60	-	12.00	19,019,974	19,473,520	21,060,880
General Capital - PAYG [1]	-	-	-	-	51,769,046	34,035,908	11,654,848
Stormwater Management	44.00	47.00	-	47.00	11,975,093	11,729,047	15,065,702
Transportation Capital [1]	29.00	29.00	-	34.00	41,203,017	34,436,800	33,963,837
Crystal City Tax Increment Financing [1]	7.00	7.00	-	7.00	5,769,769	5,759,940	4,303,230
Columbia Pike Tax Increment Financing	-	-	-	-	34,478	1,014,000	627,960
Utilities	253.95	253.95	-	255.95	99,266,212	103,667,295	106,038,756
Utility Capital	-	-	-	-	23,304,867	23,422,000	26,065,000
Ballston Public Parking Garage	-	-	-	-	2,416,015	4,144,996	3,147,233
Ballston Public Parking Garage - 8th Level	-	-	-	-	64,505	92,841	90,112
CPHD Development	113.00	113.00	-	116.00	19,945,240	24,200,894	23,662,916
Automotive Equipment	60.00	60.00	-	58.00	20,286,019	18,574,340	20,969,541
Printing	8.00	8.00	-	8.00	3,383,704	2,384,695	2,109,979
TOTAL OTHER FUNDS	538.05	541.05	(1.00)	549.45	315,697,851	299,905,688	284,721,385
LESS GENERAL FUND TRANSFERS					(553,447,994)	(528,956,401)	(531,634,302)
LESS OTHER FUND TRANSFERS [2]					(17,133,889)	(20,177,311)	(19,041,146)
TOTAL COUNTY GOVERNMENT	**3,967.91**	**4,022.96**	**(54.10)**	**4,088.63**	**$1,068,962,237**	**$1,096,216,426**	**$1,097,716,266**

[1] Expenses do not include utilization of fund balance for FY 2021 and FY 2022. Refer to fund narrative for total expenditures.

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

[3] Includes frozen unfunded FTEs that will become vacant midway through FY 2022.

EXPENDITURE COMPARISON

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Increase '21 Adopted to '22 Proposed
GENERAL ADMINISTRATION				
County Board	$1,617,157	$1,704,263	$1,528,141	-10.3%
County Manager	5,037,376	5,134,115	5,167,072	0.6%
Management and Finance	8,507,461	8,569,554	8,514,168	-0.6%
Technology Services	26,162,571	26,039,370	26,338,193	1.1%
Human Resources	9,586,373	9,658,006	9,994,057	3.5%
County Attorney	3,025,692	3,264,500	3,642,495	11.6%
Subtotal: General Administration	53,936,630	54,369,808	55,184,126	1.5%
COURTS AND CONSTITUTIONALS				
Circuit Court	1,189,132	1,253,184	1,265,345	1.0%
Clerk of the Circuit Court	3,301,258	3,492,403	3,775,880	8.1%
General District Court	356,710	406,355	408,793	0.6%
Juvenile and Domestic Relations Court	6,841,346	7,335,007	7,281,260	-0.7%
Commonwealth's Attorney	4,685,745	4,632,228	5,141,552	11.0%
Office of the Magistrate	26,544	29,986	29,986	-
Office of the Public Defender	171,548	181,239	336,310	85.6%
Sheriff	46,968,108	46,192,674	44,728,693	-3.2%
Commissioner of Revenue	5,903,371	5,949,123	5,859,471	-1.5%
Treasurer	6,494,950	7,298,502	7,352,918	0.7%
Electoral Board	1,459,522	1,835,477	1,828,491	-
Subtotal: Courts and Constitutionals	77,398,233	78,606,178	78,008,699	-0.8%
PUBLIC SAFETY				
Public Safety Comms. & Emergency Mgmt.	14,013,398	13,629,582	13,190,698	-3.2%
Police	70,065,179	72,274,292	71,391,082	-1.2%
Fire	65,131,946	66,430,066	66,365,025	-
Subtotal: Public Safety	149,210,523	152,333,940	150,946,805	-0.9%
ENVIRONMENTAL SERVICES	96,197,296	109,182,243	107,713,442	-1.3%
HUMAN SERVICES	140,082,502	146,126,784	156,088,709	6.8%
COMMUNITY SERVICES				
Libraries	14,333,511	14,758,386	13,862,772	-6.1%
Parks and Recreation	40,749,904	44,685,251	47,582,643	6.5%
Subtotal: Community Services	55,083,414	59,443,637	61,445,415	3.4%
PLANNING AND DEVELOPMENT				
Economic Development	8,511,765	8,669,102	8,570,677	-1.1%
Community Planning, Housing & Devel.	10,823,249	11,624,696	11,127,857	-4.3%
Subtotal: Planning and Development	19,335,014	20,293,798	19,698,534	-2.9%
OTHER				
Non-Departmental/Other	52,150,957	72,635,363	75,773,250	4.3%
Debt Service	72,027,127	68,962,748	73,564,710	6.7%
Regionals/Contributions	7,378,942	6,724,786	6,990,129	3.9%
Metro	47,597,637	47,808,764	46,622,208	-2.5%
Subtotal: Other	179,154,663	196,131,661	202,950,297	3.5%
TOTAL GENERAL FUND OPERATIONS	**$770,398,275**	**$816,488,049**	**$832,036,027**	**1.9%**
OTHER FUNDS - OPERATING & CAPITAL				
Ballston Quarter Tax Increment Financing	1,974,215	2,018,464	1,928,165	-4.5%
Travel & Tourism Promotion	1,084,593	1,209,582	952,700	-21.2%
Ballston Business Improvement District	1,460,340	1,569,935	1,471,612	-6.3%
Rosslyn Business Improvement District	3,838,405	4,053,393	4,208,809	3.8%
Crystal City Business Improvement District	2,692,339	4,739,568	4,570,394	-3.6%
Community Development	6,210,021	3,378,470	2,829,711	-16.2%
Housing Choice Voucher Program	19,019,974	19,473,520	21,060,880	8.2%
General Capital - PAYG [2]	51,769,046	34,035,908	11,654,848	-65.8%
Stormwater Management	11,975,093	11,729,047	15,065,702	28.4%
Transportation Capital [2]	41,203,017	34,436,800	33,963,837	-1.4%
Crystal City Tax Increment Financing [2]	5,769,769	5,759,940	4,303,230	-25.3%
Columbia Pike Tax Increment Financing	34,478	1,014,000	627,960	-38.1%
Utilities	99,266,212	103,667,295	106,038,756	2.3%
Utilities Capital	23,304,867	23,422,000	26,065,000	11.3%
Ballston Public Parking Garage	2,416,015	4,144,996	3,147,233	-24.1%
Ballston Public Parking Garage - 8th Level	64,505	92,841	90,112	-2.9%
CPHD Development	19,945,240	24,200,894	23,662,916	-2.2%
Automotive Equipment	20,286,019	18,574,340	20,969,541	12.9%
Printing	3,383,704	2,384,695	2,109,979	-11.5%
TOTAL OTHER FUNDS	**$315,697,851**	**$299,905,688**	**$284,721,385**	**-5.0%**
Less Other Fund Transfers [1]	(17,133,889)	(20,177,311)	(19,041,146)	-5.6%
TOTAL COUNTY REQUIREMENTS	**$1,068,962,237**	**$1,096,216,426**	**$1,097,716,266**	**2.5%**

[1] Includes Other Fund transfers to General Fund and inter-fund transfers.
[2] Expenses do not include utilization of fund balance for FY 2021 and FY 2022. Refer to fund narrative for total expenditures.

FY 2022 PROPOSED BUDGET POSITION CHANGES

This table details the added and eliminated full-time equivalent positions (FTEs) in the FY 2022 Proposed Budget.
Interdepartmental reorganizations are shown as transfers.

	FTE Changes: FY 2021 Adopted to FY 2022 Proposed
GENERAL FUND	
County Board Office	
Hiring freeze of a vacant Administrative Specialist (1.0 FTE)	-
Total County Board Office	-
County Manager's Office	
Add a Labor Relations Coordinator	1.00
Eliminate a vacant Cable Executive Producer	(1.00)
Total County Manager's Office	-
Department of Management & Finance	
Hiring freeze of a vacant Senior Staff Financial Analyst (0.5 FTE)	-
Total Department of Management & Finance	-
Department of Technology Services	
Convert eleven overstrengths and interns to permanent positions	11.00
Convert four positions to contractors	(4.00)
Eliminate one limited-term Project Manager	(1.00)
Eliminate a vacant Senior IT Analyst	(1.00)
Eliminate a vacant Cybersecurity Engineer	(1.00)
Total Department of Technology Services	4.00
Human Resources	
Add a Human Resources Specialist for collective bargaining	1.00
Transfer in and reclassify a vacant Emergency Communications Assistant Supervisor from DPSCEM to add a Staff Human Resource/Organizational Development Specialist	1.00
Increase a Staff Administrative/Management Specialist	0.18
Eliminate a vacant Safety Specialist that was previously funded by Arlington Public Schools	(1.00)
Hiring freeze of a vacant Assistant to the Director (1.0 FTE)	-
Total Human Resources	1.18
County Attorney	
Add a County Attorney II for management of FOIA and Body Worn Camera Programs	1.00
Add a Management Analyst for FOIA	1.00
Total County Attorney	2.00
Clerk of the Circuit Court	
Added a Technical Support Specialist for the Body Worn Camera Program	*1.00*
Add a Technical Support Specialist for the Body Worn Camera Program	0.50
Add an IT Support Specialist	1.00
Total Circuit Court	2.50
Juvenile and Domestic Relations Court	
Eliminate grant-funded positions due to the conclusion of the Safe Haven's grant	(2.50)
Freeze a vacant Juvenile Probation Counselor II (1.0 FTE)	-
Total Juvenile and Domestic Relations Court	(2.50)
Commonwealth Attorney	
Added three Attorney I positions for the Body Worn Camera Program	*3.00*
Add an Attorney I for the Body Worn Camera Program	1.00
Total Commonwealth Attorney	4.00
Sheriff	
Add a Lieutenant for the Body Worn Camera Program	1.00
Hiring freeze of ten vacant Deputy Sheriffs (10.0 FTEs)	-
Hiring freeze of a vacant Record Assistant IV (1.0 FTE)	-
Total Sheriff	1.00
Commissioner of Revenue	
Hiring freeze of a vacant Management Specialist (1.0 FTE)	-
Total Commissioner of Revenue	-

	FTE Changes: FY 2021 Adopted to FY 2022 Proposed
Treasurer	
Hiring freeze of a Treasury Specialist II for a half-year (1.0 FTE)	-
Total Treasurer	-
Electoral Board	
Add a Mail Ballot Assistant	0.50
Convert temporary Early Voting Coordinator (1.0 FTE) to a permanent position (0.5 FTE)	(0.50)
Total Electoral Board	-
Public Safety Communications & Emergency Management	
Transfer and reclassify a vacant Emergency Communications Assistant Supervisor to HRD	(1.00)
Hiring freeze of two vacant Emergency Communications Call Takers (2.0 FTEs)	-
Total Public Safety Communications & Emergency Management	(1.00)
Police	
Added a Lieutenant for the Body Worn Camera Program	*1.00*
Add five Traffic Control Officers and a Traffic Control Supervisor	6.00
Add a Paralegal I for the Body Worn Camera Program	1.00
Hiring freeze of ten vacant Police Officers (10.0 FTEs)	-
Hiring freeze of a vacant Fingerprint Specialist III (1.0 FTE)	-
Hiring freeze of a vacant Public Service Aide I and II (2.0 FTEs)	-
Hiring freeze of Crossing Guards (2.6 FTEs)	-
Total Police	8.00
Fire	
Add nine Firefighter/EMT I positions for Kelly Day implementation	9.00
Add a Fire/EMS Lieutenant	1.00
Add a civilian position in Logistics	1.00
Hiring freeze of a vacant Management and Budget Specialist (1.0 FTE)	-
Hiring freeze of a vacant Administrative Assistant VI for a half-year (1.0 FTE)	-
Total Fire	11.00
Department of Environmental Services (DES)	
Convert three custodians to contract upon becoming vacant (1.0 FTE in FY 2021, 2.0 FTE in FY 2022)	(1.00)
Convert three limited-term Permit Counter positions to permanent	-
Transfer five Capital Project Coordinators to the Transportation Capital Fund	(5.00)
Add a Building Engineer for Lubber Run Community Center	1.00
Total Department of Environmental Services	(5.00)
Department of Human Services (DHS)	
Added a grant-funded Behavioral Health Specialist (1.0 FTE), Management Specialist (1.25 FTE), and Eligibility Worker (0.5 FTE) for the Permanent Supportive Housing Program	*2.75*
Add a grant-funded Behavioral Health Specialist and Psychiatrist for the Forensic Discharge Planning Program	*1.25*
Added a grant-funded Behavioral Health Therapist and Behavioral Health Specialist for the opioid prevention program	*2.00*
Added a grant-funded Human Services Specialist for the Medication Assisted Treatment Program	*0.50*
Added a grant-funded Management Specialist for the Children's Regional Crisis Response Program	*1.00*
Added a Food Security Coordinator	*1.00*
Added a grant-funded Medical Reserve Coordinator	*1.00*
Added a grant-funded Management Specialist for the Virginia Insurance Counseling and Assistance Program	*1.00*
Added a grant-funded temporary Human Services Specialist for the Behavioral Health Docket	*1.00*
Add a Public Health Nurse (0.5 FTE) and Clinic Aide (0.75 FTE) for the new schools	1.25
Add a Physician Assistant, Psychiatric Nurse, and Emergency Services Clinician for the behavioral health crisis care system	3.00
Add a grant-funded Human Services Clinician II for foster care prevention	1.00
Technical adjustments to temporary FTEs	3.15
Transfer a part-time Administrative Technician to the Housing Choice Voucher Fund	(0.40)
Eliminate a vacant Human Services Specialist in the Clarendon House Program	(1.00)
Hiring freeze of a vacant Administrative Specialist (1.0 FTE)	-
Total Department of Human Services	18.50
Libraries	
Hiring freeze of various vacant positions for the delay of Glencarlyn and Cherrydale Libraries (8.5 FTEs)	-
Total Libraries	-

	FTE Changes: FY 2021 Adopted to FY 2022 Proposed
Community Planning, Housing and Development	
Transfer of an Administrative Technician I to the CPHD Development Fund	(1.00)
Eliminate a vacant Administrative Technician I	(0.50)
Hiring freeze of a vacant Principal Planner in Comprehensive Planning (1.0 FTE)	-
Total Community Development, Housing and Development	(1.50)
Parks and Recreation	
Add permanent and temporary staffing for the Long Bridge Aquatics and Fitness Facility	31.49
Add temporary staffing for Long Bridge Outdoor Operations	1.55
Add a Facility Manager and Assistant Facility Manager for Lubber Run Community Center	2.00
Convert two part-time positions to full-time and add temporary staffing for Lubber Run Preschool	1.46
Convert three temporary positions to permanent	0.01
Hiring freeze of a vacant Program Manager (1.0 FTE)	-
Division	(7.39)
Hiring freeze of a vacant Programmer II (1.0 FTE)	-
Reduce temporary staffing in Facilities Coordination (4.03 FTE ongoing, 8.07 FTE one-time)	(12.10)
Reduce temporary staffing to adjust for revenue producing programs	(0.90)
Removal of one-time funding for temporary staffing at Lee Center	(1.03)
Total Parks and Recreation	15.09
NET POSITION CHANGES: GENERAL FUND	**57.27**
OTHER FUNDS	
Travel and Tourism	
Hiring freeze of a vacant Destination Sales Manager (1.0 FTE)	-
Total Travel and Tourism	-
Housing Choice Voucher	
Transfer in an Administrative Technician from DHS General Fund	0.40
Total Housing Choice Voucher	0.40
Transportation Capital	
Transfer in five Capital Project Coordinators from DES General Fund	5.00
Total Transportation Capital	5.00
Utilities Fund	
Add a Billing Specialist	1.00
Add a Design Engineer	1.00
Total Utilities Fund	2.00
CPHD Development Fund	
Transfer in an Administrative Technician I from CPHD General Fund	1.00
Add an Associate Planner	1.00
Add a Zoning Technician	1.00
Total CPHD Development Fund	3.00
Automotive Equipment Fund	
Eliminate Technician in Fire and Engineering Section	(1.00)
Eliminate Technician in Light Fleet Section	(1.00)
Total Automotive Equipment Fund	(2.00)
NET POSITION CHANGES: OTHER FUNDS	**8.40**
NET POSITION CHANGES: ALL FUNDS	**65.67**

Compensation

	ALL FUNDS		GENERAL FUND	
	FY 2022 Proposed	Percent of Total	FY 2022 Proposed	Percent of Total
Pay (Salaries)	$339,349,979	67.30%	$296,037,225	66.68%
Retirement	73,363,594	14.55%	65,708,389	14.80%
FICA	23,554,347	4.67%	20,619,473	4.64%
Health Insurance - Employees	39,608,434	7.86%	34,016,326	7.66%
Health/Life Insurance - Retirees	11,400,000	2.26%	11,400,000	2.57%
Life Insurance - Employees	510,052	0.10%	443,288	0.10%
Commuting & Transportation	2,901,853	0.58%	2,457,389	0.55%
Tuition Reimbursement	325,500	0.06%	325,500	0.07%
Unemployment/Short-Term Disability	280,000	0.06%	280,000	0.06%
Workers Compensation	4,700,000	0.93%	4,700,000	1.06%
Transfer to OPEB Trust Fund	6,500,000	1.29%	6,500,000	1.46%
Miscellaneous	1,718,132	0.34%	1,496,755	0.34%
Total	**$504,211,891**	**100%**	**$443,984,345**	**100%**

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

Pay Enhancements – FY 2004 to FY 2022

The following provides a history of key pay enhancements.

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2022	None	▪ No merit-based compensation increases ▪ $500 one-time bonus ▪ Lowest base pay rate / living wage increasing to $17.00/hour from $15.00/hour for all permanent and temporary employees, excluding student assistants ▪ Increase dependent care match from $1,000 to $1,500 ▪ Increase Live Where You Work benefit ▪ Increase paid parental leave from 6 to 8 weeks ▪ Increase volunteer leave from 8 to 16 hours, allowing 50% outside of Arlington ▪ Increase maximum tuition reimbursement from $1,900 to $2,200 per year ▪ Add Juneteenth Day as a paid holiday
FY 2021	None	▪ No compensation increases ▪ Increased paid parental leave from 4 to 6 weeks ▪ Increase dependent care match from $500 to $1,000 ▪ 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 2022 Proposed Budget		
Plan	**Employee Type**	**County Contribution Rate**
Defined Benefit	General Employees	14.2% of pay
	Uniformed Employees	39.0% 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 2022	14.2%	4%	39.0%	7.5%
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 2022	4.2%	-	-	-
FY 2009 (as of 1/1/09)	4.2%	-	-	-
FY 2003 through FY 2008	2%	-	1%	-

Employee Health Insurance

- No change is proposed from the FY 2021 Adopted Budget.

REVENUES

OVERVIEW

Fiscal Year (FY) 2022 revenues reflect continually changing circumstances 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 revenues which have been significantly impacted by the ongoing COVID-19 pandemic.

Real estate tax revenues make up 59 percent of all General Fund revenues. In Calendar Year (CY) 2021, the County expects modest revenue growth from real estate taxes, driven by a 2.2 percent increase in Arlington's property values.

Arlington's residential property tax base grew 5.6 percent, demonstrating the continued attractiveness of our community. New construction represented 1.1 percentage points of the overall growth. The detached home and townhome tax base increased by 5.4 percent while the condominium tax base increased by 6.2 percent. The average value of existing residential properties, including condominiums, townhouses, and detached homes, increased from $686,300 in CY 2020 to $724,400 in CY 2021, an increase of 5.6 percent.

Commercial property assessments decreased by 1.4 percent over the previous year mainly due to the double digit decrease to the hotel sector where operations have been significantly impacted by the COVID-19 pandemic. This decrease was partially offset by new construction, largely in apartments and offices, which contributed 1.4 percentage points to the change in commercial property values. After strong growth last year, both apartment and office property assessment growth slowed to 0.8 percent this year. General Commercial properties remained fairly flat, increasing by 0.1 percent.

Meanwhile, other revenue streams are experiencing a variety of changes. Local taxes other than real estate are expected to decrease, 2.5 percent in the aggregate. Local fees and fines are expected to decrease 4.4 percent. Interest revenue is expected to remain flat reflecting the low interest rate environment and recent drops in interest earnings. Charges for services are down by 1.3 percent. Revenue from the Commonwealth is up 0.4 percent while funds from the federal government are expected to decrease 0.9 percent.

General Fund Revenues

Excluding fund balance, General Fund revenues for FY 2022 are forecast to be $1,338,291,669, an increase of 1.1 percent over the FY 2021 adopted budget levels primarily due to a 65 percent increase in one-time revenues. Ongoing revenues are fairly flat from the FY 2021 adopted budget reflecting an increase in the assessment base partially offset by decreases in a variety of other fines, fees, and other tax revenues. Total General Fund revenues including fund balance total $1,363,670,329.

Decreases to Various Local Tax Revenues

For the FY 2022 proposed budget, General Fund tax revenues are forecast to increase 0.1 percent from the FY 2021 adopted budget. This slight gain is driven primarily by the 2.2 percent increase in real estate assessments, partially offset by decreases to economically sensitive taxes such as meals and transient occupancy taxes.

Taxes other than real estate combined are forecast to decrease 2.5 percent in FY 2022. Personal property tax (including business tangible tax) is down 1.7 percent and sales tax is up 1.6 percent while transient occupancy tax is expected to be nearly half of FY 2021 adopted levels reflecting the ongoing decline in business and leisure travel. Business, Professional and Occupational License Tax (BPOL) is projected to increase 8.6 percent.

State and Federal Budget Adjustments

FY 2022 revenue from the Commonwealth is expected to be up 0.4 percent while federal government revenues are expected to be down 0.9 percent. The increase in the Commonwealth revenue can be attributed to increased one-time transit funding and miscellaneous grants. These increases are partially offset by decreases to highway aid, Comprehensive Services Act funding, and commuter assistance grants.

The decrease in federal funds is primarily driven by a decrease in mental health funding.

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 2022 proposed budget reflects a CY 2021 real estate tax rate of $1.030, which includes the current base rate of $1.013 and the proposed County-wide sanitary district rate of $0.017 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 and the sanitary tax rate increase, the average homeowner will pay $420 more in real estate taxes in CY 2021 than in CY 2020 at proposed rates, an increase of 6.0 percent.

Revenue Sharing with Arlington Public Schools (APS)

The FY 2022 proposed transfer to APS at existing tax rates is $525,169,320 in ongoing FY 2022 local tax revenues – a $0.5 million increase from the FY 2021 adopted budget. These funds are generated from a 47.0 percent share of ongoing local tax revenues.

In addition, the Schools will receive $4.6 million in one-time funding from the increase in assessments. Total proposed School funding for FY 2022 at the proposed tax rate is $529,746,490.

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

Fiscal Outlook

Arlington continues to economically surpass much of the region and the nation but has not been spared from the impacts of the COVID-19 pandemic. Prior to the pandemic, Arlington's unemployment rate was the lowest in the Commonwealth. The County's per capita income remains among the highest in the state. Home prices continue to see modest growth though the commercial real estate sector is showing signs of a slowdown despite the Amazon headquarters development in the County. However, the economic outlook has changed dramatically over the last year due to the macroeconomic impacts and social distancing measures from the pandemic. Arlington is poised to begin FY 2022 with changing revenue streams, an uncertain real estate market, and elevated unemployment levels.

Economic Indicators

	CY 2018	CY 2019	CY 2020
Consumer Price Index (national CPI-U average)	1.9%	2.3%	1.4%
Employment Cost Index (private industry workers)	3.0%	2.7%	2.4%
Unemployment – US / Arlington (December)	3.9% / 1.7%	3.7% / 1.6%	8.1% / 3.8%
Mortgage Rate (annual average – 30 year fixed rate)	4.54% / 0.5 pts.	3.94% / 0.5 pts.	3.15% / 0.7 pts.
Federal Fund Rate (annualized)	1.79%	2.16%	0.35%
Retail Sales (based on 1% of Arlington tax revenue)	$4.3 billion	$4.6 billion	$4.0 billion
Office Vacancy Rate – (including sublets)	17.4%	14.8%	17.2%
Tourism – Hotel Occupancy Rate	75%	75%	30%
Tourism – Average Hotel room rate	$163.70	$168.29	$130.51

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) 2021, which includes a base rate of $1.013 plus a $0.017 stormwater tax, is one of the lowest in the Northern Virginia region. Charts comparing current (CY 2020) 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 October 2020, 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 2022

The following proposed changes for FY 2022 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 2022 proposed budget includes the following:

- A proposed CY 2021 base real estate tax rate of $1.013 per $100 of assessed value, no change over the adopted CY 2020 base real estate tax rate.
- A $0.10 per pack increase to local cigarette tax to align the rate with the new maximum allowed by State law.
- In the Department of Environmental Services (DES), a decrease in the household solid waste rate from $319.03 to $318.61 per year.
- In the Department of Parks and Recreation (DPR), new fees associated with the offerings from the anticipated opening of Lubber Run preschool.
- In DPR, fee adjustments to more accurately reflect costs and DPR fee policy. These changes include fee adjustments for aquatics and gymnastics teams.
- In the Fire Department (FIR), an increase to systems testing and general permit fees.

Stormwater Fund

- The FY 2022 proposed budget includes a $0.004 increase in the sanitary district tax for stormwater at $0.017 per $100 of assessed value to fund the full cost of operations and planned capital improvements.

Utilities Fund

- The FY 2022 proposed budget includes a water/sewer rate of $14.35 per thousand gallons. The proposed rate represents an increase of $0.15 per thousand gallons, or 1.1 percent, above the current rate. At the new rate, the average single-family house will pay $7 more per year for water and sewer service based on an estimated household consumption of 48,000 gallons of water per year. Based on the results of the Water and Wastewater Rate Study, the water and sewer rate structure is proposed to change beginning January 1, 2022 and is estimated to decrease the average homeowner’s cost (based on median usage of 48,000 gallons) by $21 per year but may vary depending on individual usage.
- The FY 2022 proposed budget also includes increases to water service connection charges, meter installation charges, and infrastructure availability fees.

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

- The FY 2022 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 2022 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 2022 revenue for the TIF is projected to be $4.3 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 2022 is expected to total $0.6 million.

Ballston Quarter Tax Increment Financing (TIF) Fund

- The FY 2022 proposed budget reflects the CY 2021 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 2022 totals $1.9 million.

Transportation Capital Fund

- The FY 2022 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 2022 real estate tax revenue for the Transportation Capital Fund is projected to be $24.9 million in addition to $9.1 million of Northern Virginia Transportation Authority (NVTA) local share funding.

Special Assessment District Funds

- The Ballston Business Improvement Service District CY 2021 tax rate remains at $.045 for each $100 of real estate assessed value, no change from the CY 2020 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 2021 tax rate remains at $0.043 for each $100 of real estate assessed value, no change from the CY 2020 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 2021 tax rate remains at $0.078 for each $100 of real estate assessed value, no change from CY 2020 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 2022 proposed budget includes new fees for electrical and plumbing permits, revisions to existing building permits for special exception projects, and zoning verification permits.

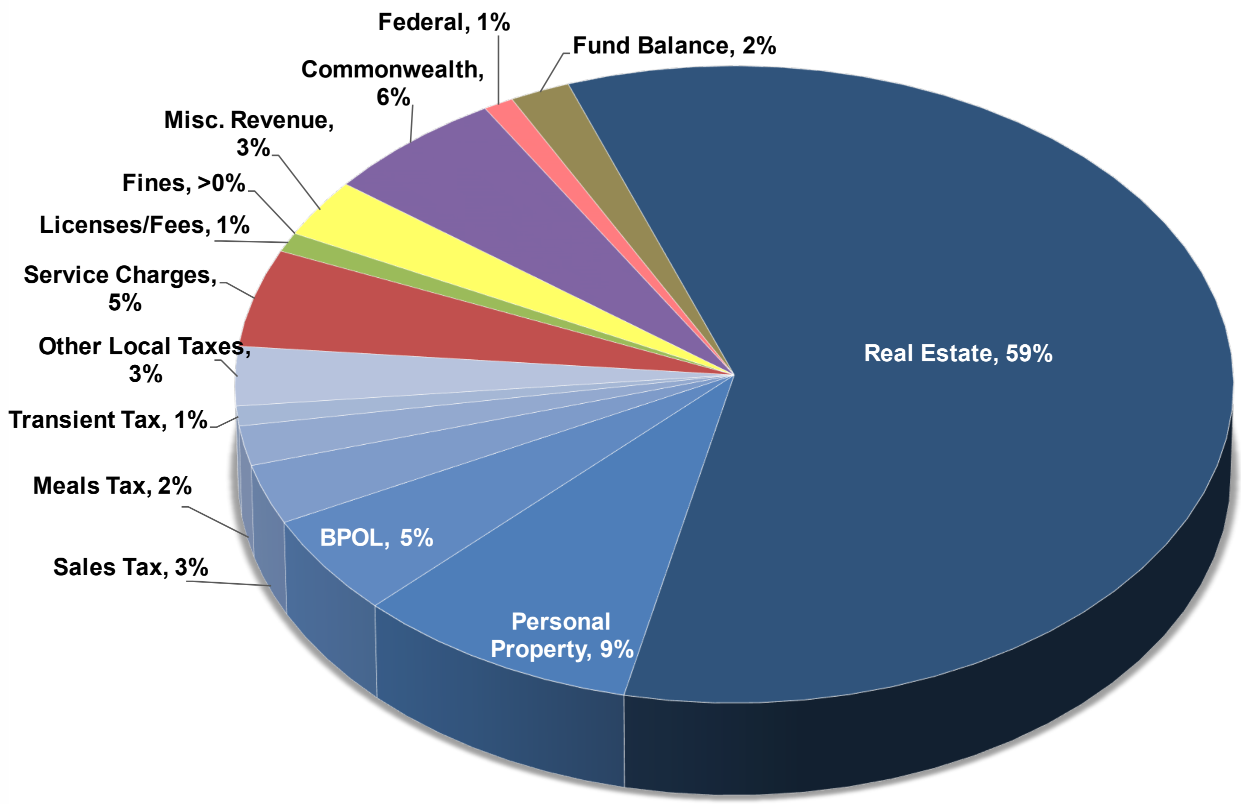
GENERAL FUND REVENUE SUMMARY

The FY 2022 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 $1.36 billion, an increase of $18.2 million (1.4 percent) over the adopted FY 2021 budget. Net of fund balance, General Fund revenues are projected to total $1.34 billion, an increase of $15.1 million (1.1 percent).
- Local tax revenues are projected to total $1,117,381,532, an increase of $1.1 million (0.1 percent) over the FY 2021 adopted budget.
    - Local taxes represent 83 percent of total General Fund revenue.
    - Real estate assessments are up 2.2 percent over last year.
    - The proposed real estate tax rate has not changed compared to the FY 2021 adopted level of $1.013 per $100 of assessed value.
- License, Permits, and Fee revenue is projected to total $11.5 million, a 12.0 percent decrease over FY 2021 adopted budget levels. This decrease is primarily due to rightsizing the site plan fee revenue budget after approvals for the Amazon headquarters projects.
- Fines and parking tickets are estimated to generate $7.6 million, a 10.1 percent increase from the FY 2021 adopted budget.
- Interest income is projected to be flat from the $6.0 million total in the FY 2021 adopted budget reflecting the expectation of a low interest rate environment in the long-term.
- Charges for services revenue is projected to total $63.4 million, a decrease of 1.3 percent from FY 2021.
- State revenue is estimated to total $79.4 million, a 0.4 percent increase from the FY 2021 adopted budget.
- Federal Government revenue is forecast to total $16.0 million, a 0.9 percent decrease from the FY 2021 adopted budget.
- Previous year fund balance carryover totals $25.4 million funded by additional revenue identified from previous fiscal years.

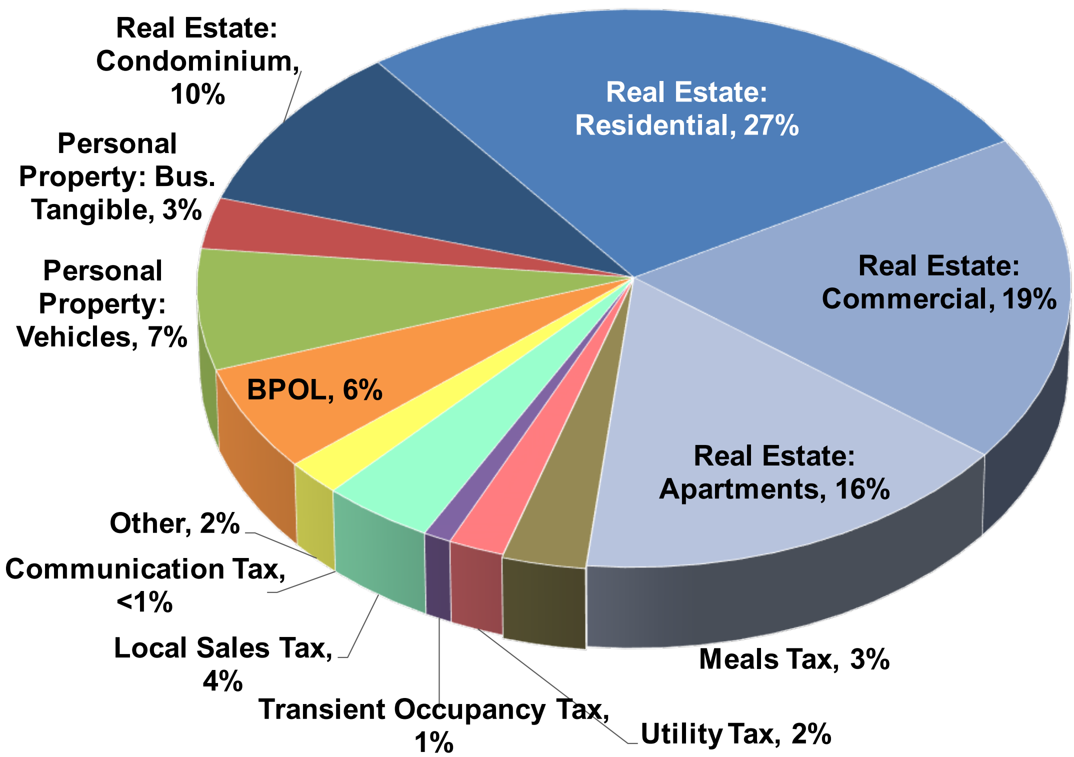
The pie chart on the next page illustrates the major sources of General Fund revenues.

FY 2022 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 82 percent of local tax revenue. A description of the local taxes and a discussion of the FY 2022 revenue projections follow.

FY 2022 Local Taxes



REAL ESTATE TAX

Real estate taxes are the largest source of County revenues, generating $804.2 million or 59 percent of all revenues for the FY 2022 General Fund budget and 72 percent of all local tax revenues. The FY 2022 General Fund revenues reflect the real estate tax rate of $1.013 for each $100 of assessed real property value, no change from CY 2020.

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 2021 assessments reflected modest growth in property values with an overall increase of 2.2 percent over CY 2020 – driven by growth in residential property values partially offset by a significant decrease in hotel property values. New construction in the County contributed to 1.1 percent of the overall property tax growth.

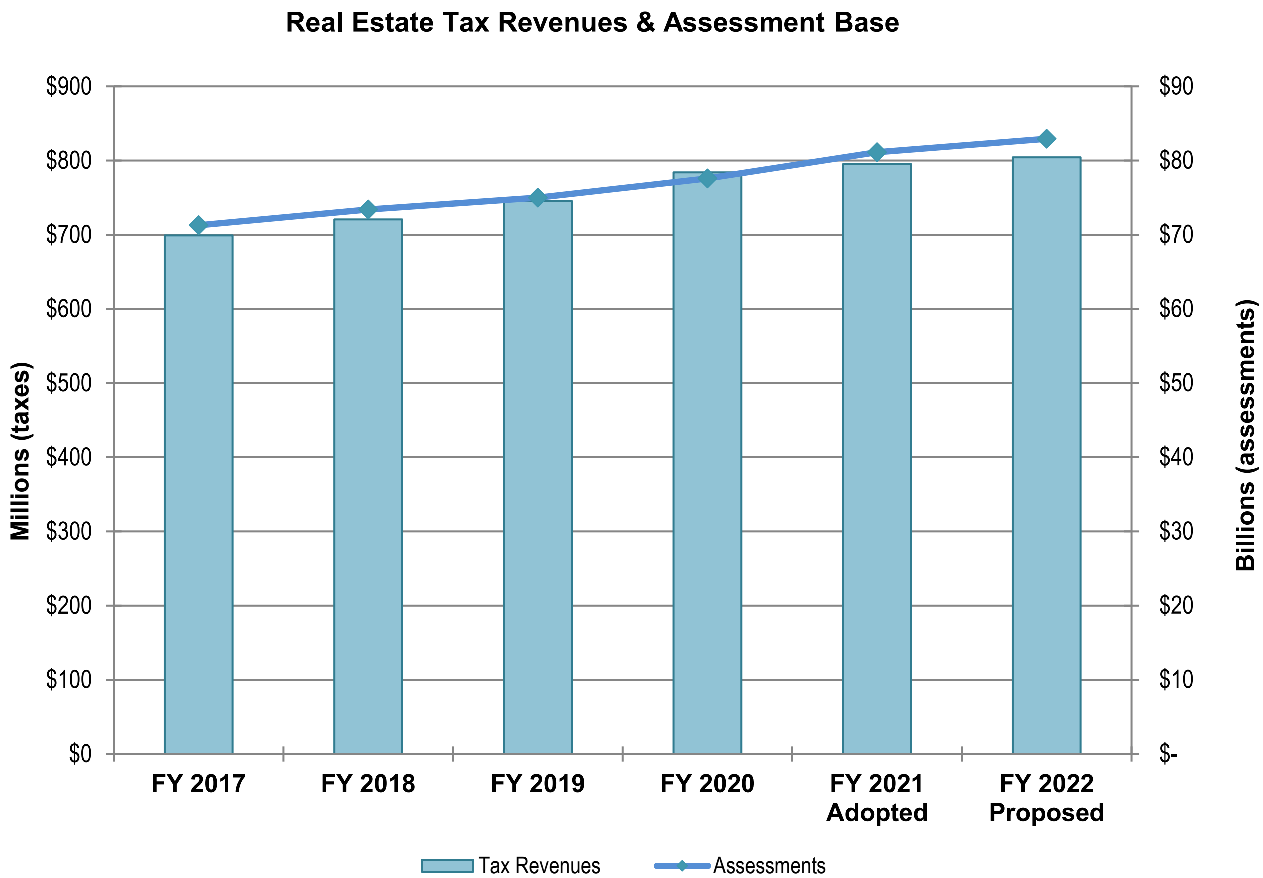
CY 2021 commercial assessments decreased 1.4 percent, mainly driven by a double digit decrease in the hotel sector where operations have been significantly impacted by the COVID-19 pandemic. General commercial (malls, retail stores, gas stations, commercial condos, etc.) and apartment property values saw small decreases in value offset by new construction, growing 0.1 and 0.8 percent overall, respectively. Total office property values increased by 0.8 percent over last year. The overall office market tax base increased, in part, due to the increased presence of Amazon and the related development activity.

CY 2021 residential assessments increased 5.6 percent in the aggregate. Including new construction, single-family houses (including townhomes) increased 5.4 percent, while condominium assessment totals increased by 6.2 percent. The average value of a single-family property increased by 5.6 percent; from $686,300 in CY 2020 to $724,400 in CY 2021. At the existing real estate tax rate of $1.026 per assessed value, which includes the base rate of $1.013 plus the proposed $0.017 sanitary district "stormwater" tax, the average single-family residential tax bill will increase by about $420, or 6.0 percent, in CY 2021.

CHANGE IN ASSESSED VALUE OF REAL ESTATE IN ARLINGTON COUNTY
Calendar Year 2020 to Calendar Year 2021

(In millions, numbers may not add due to rounding)

	Single-Family				
	Houses	Condominium	Apartment	Commercial	Total
Percentage of CY 2020 Tax Base	38%	13%	22%	26%	100%
CY 2020 Tax Base	$30,867	$10,845	$18,087	$21,337	$81,137
Assessed Value Change	$1,445	$671	($390)	($821)	$905
CY 2021 Tax Base (Excluding New Growth)	$32,312	$11,516	$17,697	$20,517	$82,043
Percent Change	4.7%	6.2%	-2.2%	-3.8%	1.1%
New Construction	$220	-	$530	$142	$892
Percent Change	0.7%	-	2.9%	0.7%	1.1%
CY 2021 With New Construction	$32,532	$11,516	$18,227	$20,659	$82,934
Percent Change CY 2020 to CY 2021	5.4%	6.2%	0.8%	-3.2%	2.2%



The following table shows the projected General Fund revenue generated by the real estate tax rate of $1.013 per $100 of assessed value (which excludes the $0.017 rate for the stormwater fund) in FY 2022. The FY 2022 real estate tax revenues account for $13.9 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 $804.2 million in real estate tax revenue is net of $4.4 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), $4.3 million set aside for the Crystal City Tax Increment Financing (TIF) fund, $0.6 million set aside for the Columbia Pike TIF fund, and $1.4 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Real Estate Taxes	$796,129,481	$808,323,440	$817,438,860	1%
Additions, Delinquent Penalty & Interest	898,980	725,000	725,000	-
Tax Refunds	(12,958,167)	(13,930,000)	(13,930,000)	-
Total	$784,070,294	$795,118,440	$804,233,860	1%

FY 2021 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 2019		$77,590,138,200					
Net Change in Assessments	4.6%	3,547,015,700					
County Property as of April 2020		81,137,153,900	$1.013	$821,919,369	99.8%	$820,193,338	
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	$1,785,569	100.0%	$1,785,569	
Total Taxable Base, Fall 2020		$81,313,419,300				$821,978,907	
Taxes Due October 5, 2020							**$410,989,450**
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							**(2,832,220)**
Less Tax Increment for Columbia Pike TIF							**(456,700)**
Less Tax Increment for Ballston CDA TIF							**(905,770)**
ESTIMATED REVENUE FOR FY 2021 - FALL 2020							**$404,147,830**
County Property as of April 2020		$81,137,153,900					
Net Change in Assessments	2.2%	1,797,265,600					
County Property as of January 1, 2021		82,934,419,500	$1.013	$840,125,670	99.8%	$838,361,410	
PSC Property in Tax Year 2021 (prior to Fall 2021 adjustment)		$180,169,847	$1.013	$1,825,121	100.0%	$1,825,121	
Total Taxable Base, Spring 2021		$83,114,589,347				$840,186,531	
Taxes Due June 15, 2021							**$420,093,260**
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							**(2,376,870)**
Less Tax Increment for Columbia Pike TIF							**(378,810)**
Less Tax Increment for Ballston CDA TIF							**(723,440)**
ESTIMATED REVENUE FOR FY 2020 - SPRING 2021							**$413,914,270**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2021							**$818,062,100**

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

* The tax rate excludes $0.017 stormwater tax, $0.125 commercial transportation tax, and tax rates for other special assessment districts.

FY 2022 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 2020 Land Book		$81,137,153,900					
Net Change in Assessments	2.2%	$1,797,265,600					
County Property as of January 1, 2021		$82,934,419,500	$1.013	$840,125,670	99.8%	$838,361,410	
PSC Property in Tax Year 2020		$176,265,400					
PSC Estimated Net Change in Assessments	2.2%	$3,904,447					
PSC Property in Tax Year 2021		$180,169,847	$1.013	$1,825,120	100%	$1,825,120	
Total Taxable Base, Fall 2021		$83,114,589,347				$840,186,530	
Taxes Due October 5, 2021							**$420,093,260**
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							**(2,376,870)**
Less Tax Increment for Columbia Pike TIF							**(378,810)**
Less Tax Increment for Ballston CDA TIF							**(723,440)**
ESTIMATED REVENUE FOR FY 2021 - FALL 2021							**$413,914,270**
County Property as of January 1, 2021		$82,934,419,500					
Net Change in Assessments	-2.6%	($2,162,537,307)					
County Property as of January 1, 2022		$80,771,882,193	$1.013	$818,219,170	99.8%	$816,500,910	
PSC Property in Tax Year 2021 (prior to Fall 2021 adjustment)		$180,169,847					
PSC Estimated Net Change in Assessments		($4,697,977)					
PSC Property in Tax Year 2022		$175,471,870	$1.013	$1,777,530	100%	$1,777,530	
Total Taxable Base, Spring 2022		$80,947,354,063				$818,278,440	
Taxes Due June 15, 2022							**$409,139,220**
Less Tax Relief for Elderly and Disabled							**(2,228,540)**
Less Tax Relief for Disabled Veterans							**(525,330)**
Less Tax Increment for Crystal City TIF							**(1,926,360)**
Less Tax Increment for Columbia Pike TIF							**(249,150)**
Less Tax Increment for Ballston CDA TIF							**(685,250)**
ESTIMATED REVENUE FOR FY 2022 - SPRING 2022							**$403,524,590**
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2022							**$817,438,860**

[1] The tax rate is per $100 of assessed value and excludes the $0.017 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 2022.

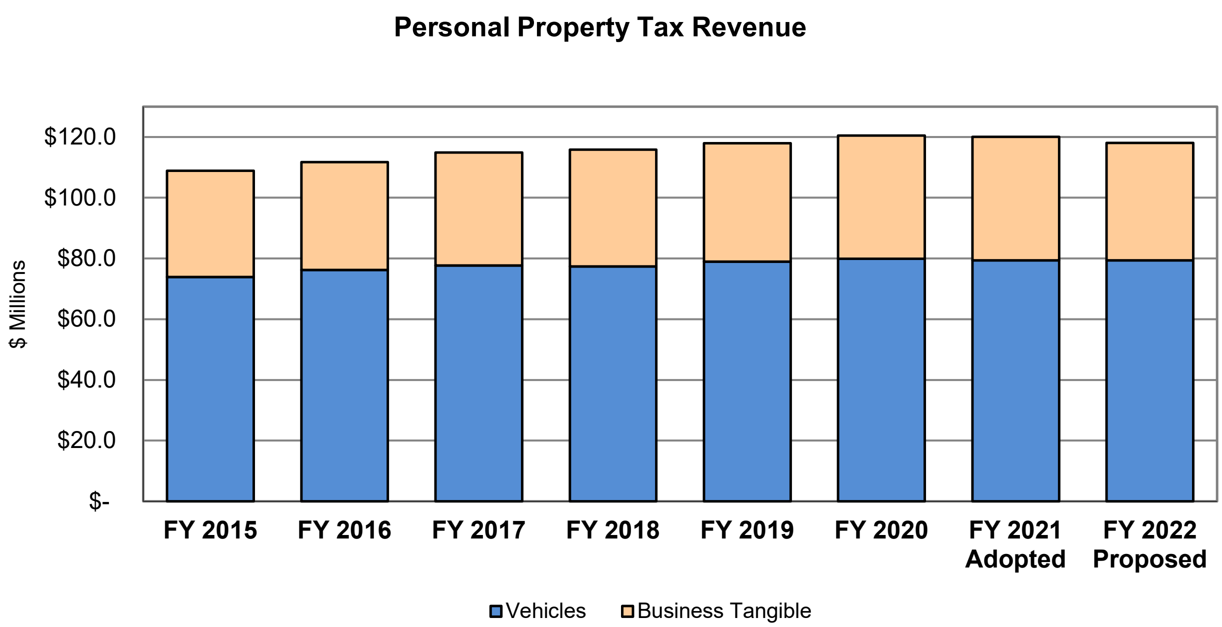
It is anticipated that the County's personal property tax revenues will decrease to $118.1 million in FY 2022. Motor vehicle property tax is expected to remain flat and business tangible tax is expected to decrease, reflecting a projected slowdown in business investments.

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 decrease by 4.9 percent in FY 2022.

The personal property tax rate remains unchanged for FY 2022. 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 2020 totaled approximately $2.4 billion. FY 2022 personal property tax revenue is projected to decrease two percent compared to the FY 2021 adopted levels.



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 2021 estimated average assessed value (average loan value) of vehicles in the County is estimated to be $10,041, down four percent from $10,488 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
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	$10,488	$5.00	$524
2021 (projected)	$10,041	$5.00	$502

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

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personal Property Taxes	$120,942,368	$120,852,147	$118,852,147	-2%
Penalty & Interest	1,928,112	1,700,000	1,700,000	-
Tax Refunds - Personal Property	(2,390,138)	(2,500,000)	(2,500,000)	-
Total	$120,480,342	$120,052,147	$118,052,147	-2%

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 2021, 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 2021 subsidy on the portion of conventional fuel value between $3,001 and $20,000 will not be known until July 2021, 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 $14,219 in CY 2021. Thus, under the adopted tax relief formula, the owner of an average clean fuel vehicle would have a tax bill of $280. This CY 2021 bill is $123 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 2022 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 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 2022, 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%

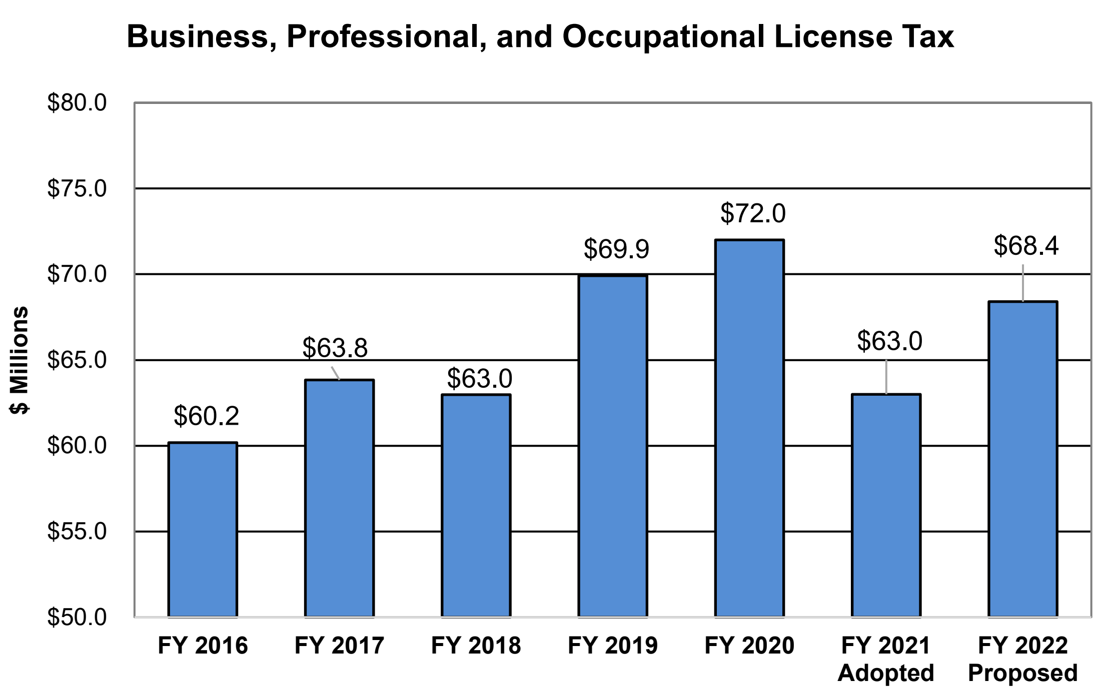
BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE (BPOL) TAX

(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 2022 budget, BPOL revenues are anticipated to increase nine percent due to anticipated growth in revenue as businesses begin to recover from the pandemic.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
BPOL Taxes	$74,012,685	$65,380,000	$70,300,000	8%
Penalty & Interest	394,865	420,000	400,000	-5%
Tax Refunds - BPOL	(2,408,374)	(2,800,000)	(2,300,000)	-18%
Total	$71,999,176	$63,000,000	$68,400,000	9%



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 2022 local sales tax revenue is anticipated to increase two percent compared to the FY 2021 adopted budget, reflecting trends in actuals.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Sales Tax	$43,718,554	$43,127,695	$43,800,000	2%

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 2022 TOT projections reflect occupancy rates and room rates and are projected to decrease 48 percent compared to the FY 2021 adopted budget.

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. In the 2020 legislative session, a bill was passed and signed by the Governor to remove the sunset date.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Transient Occupancy Tax	$16,553,257	$19,257,639	$10,000,000	-48%

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 2022, meals tax revenue is expected to decrease 14 percent compared to the FY 2021 adopted levels.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Meals Tax	$32,772,936	$36,772,563	$31,480,525	-14%

OTHER LOCAL TAXES

The chart below lists other sources of local taxes.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Car Rental	$5,918,313	$4,342,881	$4,500,000	4%
Bank Stock	3,160,968	4,250,000	4,250,000	-
Recordation	6,835,497	4,200,000	6,000,000	43%
Cigarette	1,922,067	1,900,000	2,500,000	32%
Utility	17,034,351	17,200,000	17,200,000	-
Short-Term Rental	58,029	55,000	55,000	-
Wills & Adminstration	54,649	60,000	60,000	-
Consumption	765,998	800,000	750,000	-6%
Communication	6,224,647	6,100,000	6,100,000	-
Total	$41,974,519	$38,907,881	$41,415,000	6%

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. FY 2022 car rental tax revenue is expected to increase four percent.

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 2022 bank stock tax total revenue is expected to remain flat compared to FY 2021 adopted levels.

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 2022 recordation tax revenue is expected to increase by 43 percent over FY 2021 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. Effective July 1, 2021 (FY 2022), the rate is proposed to increase to $0.40 per package of 20 cigarettes. As a result, FY 2022 revenues are expected to increase by 32 percent from FY 2021 adopted levels.

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 2022.

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 2022 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 2022 are not anticipated to change from FY 2021 adopted levels.

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 2022 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 decrease six percent in FY 2022 based on recent actuals.

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 remain flat compared to FY 2021 adopted levels in FY 2022.

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 2003, the second year that a revenue sharing agreement was in effect.

Fiscal Year	County's Share	School's Share
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%
2022	53.0%	47.0%

*The School's revenue sharing percentage for 2003 – 2005 was 48.6%

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 2022 transfer is $529,746,490. This is a combination of $525,169,320 in ongoing revenue – fairly flat over FY 2021 – and $4,577,170 in one-time funding.

Fiscal Year	On-Going	One-Time	Total Transfer
2016	$445,453,293	$0	$445,453,293
2017	$464,510,832	$2,453,402	$466,964,234
2018	$484,178,720	$6,077,476	$490,256,196
2019	$497,604,901	$3,225,122	$500,830,023
2020	$522,426,668	$9,902,338	$532,329,006
2021 Adopted	$524,631,091	$0	$524,631,091
2022 Proposed	**$525,169,320**	**$4,577,170**	**$529,746,490**

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Motor Vehicle License Fees	$5,556,136	$5,000,000	$5,000,000	-
Highway Permits	2,323,525	1,937,300	2,090,125	8%
Site Plan Fees	2,738,741	2,353,289	1,018,979	-57%
Right-of-Way Fees	1,157,076	1,200,000	1,200,000	-
Other	2,361,490	2,625,104	2,232,420	-15%
Total	$14,136,968	$13,115,693	$11,541,524	-12%

Motor Vehicle License Fees

The annual motor vehicle license fee increased $8 to $33 per vehicle in FY 2011. The motor vehicle license fee revenue is expected to be flat in FY 2022 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 2022, this revenue stream is expected to increase by eight percent over the FY 2021 adopted budget levels.

Site Plan Fees

Site plan fee revenue is anticipated to be $1.0 million in FY 2022, a 57 percent decrease over the FY 2021 adopted budget. This decrease is a realignment of the budget after the recent short-term increase in the new development pipeline coinciding with the Amazon headquarters development.

Right-of-Way Fees

Revenues from right-of-way fees are based on the FY 2022 rate imposed by the State at $1.60 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 2022, revenues are projected to be flat over FY 2021 adopted budget levels.

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 2022, “other” revenues are forecast to decrease 15 percent driven primarily by a decrease in system testing fees.

FINES, INTEREST, RENTS

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

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Fines/Tickets	$6,781,552	$6,862,872	$7,559,368	10%
Interest	17,141,972	6,000,000	6,000,000	-
Rent & Other Revenue	5,245,849	7,518,679	24,845,372	230%
Paid Parking	1,153,564	1,133,040	1,033,040	-9%
Total	$30,322,937	$21,514,591	$39,437,780	83%

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 2022, this category is projected to increase 10 percent over FY 2021 adopted levels.

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 2022, revenues are expected to increase due to $18 million of one-time revenue expected from the renegotiation of County leases.

Paid Parking

This revenue is generated by the monthly parking charges in various government buildings. FY 2022 revenue is projected to decrease nine percent over FY 2021 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Refuse/Recycling Fee	$9,503,213	$10,614,704	$10,577,852	-
Parking Meters	9,474,287	11,545,592	10,073,400	-13%
Recreation Fees	5,957,219	9,975,038	10,914,581	9%
Ambulance Service Fees	3,941,910	3,850,000	4,007,500	4%
Arlington Transit / Commuter Store	6,810,579	7,840,465	5,928,337	-24%
Indirect Administrative Charges	5,672,082	5,954,051	5,954,051	-
Mental Health Charges	3,360,725	2,999,877	3,113,142	4%
Falls Church Reimbursement	3,010,775	4,536,622	3,761,149	-17%
Other	7,837,609	6,937,600	9,090,315	31%
Total	$55,568,399	$64,253,949	$63,420,327	-1%

Refuse/Recycling Fee

For FY 2022, revenues for residential collection, disposal, and recycling is expected to decrease by 0.3 percent based on a decreased rate from $319.03 to $318.61 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 13 percent for FY 2022 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 2022.

Ambulance Service Fees

Ambulance service fee revenue is expected to increase four percent in FY 2022 as transport volume picks up after a slowdown during the pandemic.

Arlington Transit / Commuter Store

Arlington Transit / Commuter Store revenue includes ART bus fares and business contributions for transportation demand management (TDM) programs. FY 2022 revenues are projected to decrease 24 percent over FY 2021 adopted levels as ridership levels begin to recover from the steep slowdown during the pandemic.

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 2022, mental health service charges are increasing four 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 following table 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Circuit Court	$48,450	$44,805	$42,208	-6%
Clerk of the Circuit Court	131,714	139,750	133,462	-4%
Community Corrections	10,529	14,085	13,992	-1%
General District Court	9,394	8,574	8,495	-1%
Magistrate	1,469	809	1,489	84%
Juvenile and Domestic Relations Court	242,277	344,575	298,129	-13%
Commonwealth's Attorney	159,634	149,300	209,648	40%
Sheriff	284,452	325,867	327,871	1%
Fire	2,178,443	3,021,950	2,596,674	-14%
Emergency Communications Center	(69,612)	471,910	120,622	-74%
Department of Management and Finance	14,025	14,997	8,559	-43%
Total	$3,010,775	$4,536,622	$3,761,149	-17%

Other

In the "Other" category, revenue increases are primarily driven by an increase in miscellaneous service charges ($1,688,709), partially offset by a decrease to public health fees ($156,535).

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Highway Aid	$19,719,511	$20,774,545	$20,017,012	-4%
Law Enforcement Aid	6,839,220	6,839,220	6,839,220	-
Health Reimbursement	3,447,495	3,382,191	3,382,191	-
Social Services	3,925,386	4,113,788	3,962,581	-4%
Mental Health/ Intellectual Disability	9,324,160	9,273,556	9,425,731	2%
Sheriff / Detention	8,148,440	8,349,245	8,180,607	-2%
Prisoner Expense Reimbursement	1,008,707	1,250,000	1,250,000	-
Commuter Assistance	6,352,885	6,778,473	6,541,067	-4%
Comprehensive Services Act	801,886	1,784,308	1,257,808	-30%
Other	17,921,412	16,600,683	18,568,740	12%
Total	$77,489,102	$79,146,009	$79,424,957	-

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 2022 budget, highway aid is projected to decrease four percent based on an anticipated decrease 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 2022 budget, the County is projecting law enforcement aid at $6.8 million 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 decrease slightly 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
WIA / JTPA	$500,721	$566,390	$491,463	-13%
Mental Health	1,577,585	1,752,270	1,521,781	-13%
Social Services	10,833,833	10,756,886	10,940,963	2%
Substance Abuse	875,062	761,541	811,541	7%
Other	19,195,534	2,308,533	2,229,156	-3%
Total	$32,982,735	$16,145,620	$15,994,904	-1%

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

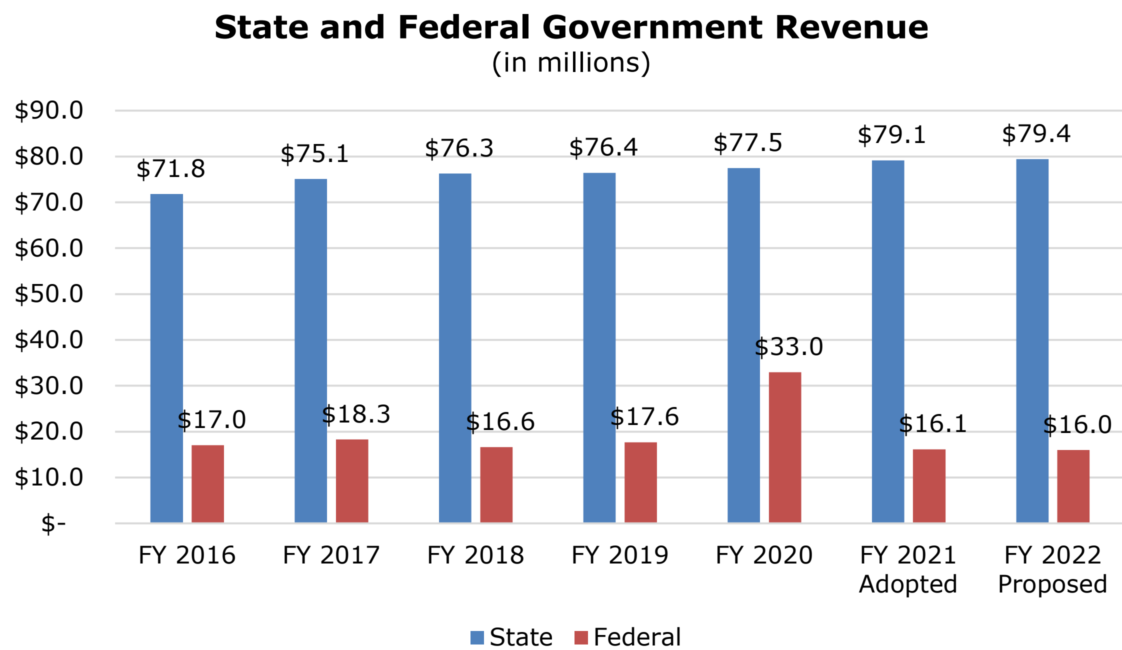
Social services revenue represents the largest single category of General Fund federal funds—accounting for approximately $10.9 million—and is passed through the State's budget to Arlington County. Since some of the federal social service programs are 100 percent reimbursable, revenue will change with 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 2022, substance abuse funding is seven percent above FY 2021 adopted levels.

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 including CARES Act funding. The three percent decline in other federal funding is driven primarily by a decrease in miscellaneous federal grants ($57,982).



MISCELLANEOUS REVENUE

These include revenue sources that do not fall under any other category and include one-time or pass through funds. 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Sale of Land and Buildings	$4,881,095	$15,000	$15,000	-
Affordable Housing Investment Fund	8,297,400	-	-	-
Gifts & Donations	263,381	5,000	5,000	-
Treasurer's Returned Checks	27,295	30,000	30,000	-
Other	(999,132)	1,805,329	2,129,733	18%
Total	$12,470,039	$1,855,329	$2,179,733	17%

TRANSFERS FROM OTHER FUNDS & PRIOR YEAR FUND BALANCE

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

Funds unspent (under-expenditures or increased revenues) from previous fiscal years have been used to support one-time expenses in subsequent year's budgets. The FY 2022 proposed budget includes $25,378,660 in carryover funds, funded by a combination of additional revenue and/or expense savings identified from the current and previous fiscal years.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Transfers	$3,158,391	$10,937,655	$8,910,912	-19%
Prior Year Adjusted Balance	129,685,777	22,239,239	25,378,660	14%
Total	$132,844,168	$33,176,894	$34,289,572	3%

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 2020 (actual), 2021 (adopted), and 2022 (proposed).

General Fund Revenues	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Real Estate Tax	$784,070,294	$795,118,440	$804,233,860	1%
Personal Property Tax	120,480,342	120,052,147	118,052,147	-2%
BPOL Tax	71,999,176	63,000,000	68,400,000	9%
Local Sales Tax	43,718,554	43,127,695	43,800,000	2%
Recordation Tax	6,835,497	4,200,000	6,000,000	43%
Transient Occupancy Tax	16,553,257	19,257,639	10,000,000	-48%
Cigarette Tax	1,922,067	1,900,000	2,500,000	32%
Meals Tax	32,772,936	36,772,563	31,480,525	-14%
Utility Tax	17,034,351	17,200,000	17,200,000	-
Communications Tax	6,224,647	6,100,000	6,100,000	-
Other Taxes	9,957,957	9,507,881	9,615,000	1%
Total Local Taxes	1,111,569,078	1,116,236,365	1,117,381,532	-
Licenses, Permits & Fees	14,136,968	13,115,693	11,541,524	-12%
Fines, Interest, Rents	30,322,937	21,514,591	39,437,780	83%
Charges for Services	55,568,399	64,253,949	63,420,327	-1%
Commonwealth	77,489,102	79,146,009	79,424,957	-
Federal Government	32,982,735	16,145,620	15,994,904	-1%
Miscellaneous Revenue	12,470,039	1,855,329	2,179,733	17%
Transfer	3,158,391	10,937,655	8,910,912	-19%
Total Non-tax Revenue	226,128,571	206,968,846	220,910,137	7%
TOTAL (excluding prior year balance)	1,337,697,649	1,323,205,211	1,338,291,669	1%
Prior Year Adjusted Balance	129,685,777	22,239,239	25,378,660	14%
Total (including Prior Year Balance)	$1,467,383,426	$1,345,444,450	$1,363,670,329	1%

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 2022 proposed budget reflects the CY 2021 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 2022 revenue is expected to decrease as businesses continue to recover from COVID-19 closures and slowdowns. 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Real Estate Tax	$1,250,410	$1,811,540	$1,408,690	-22%
Local Sales Tax	73,298	-	-	-
Meals Tax	344,219	206,924	519,475	151%
Miscellaneous Revenue	1,077,193	-	-	-
Total	$2,745,120	$2,018,464	$1,928,165	-4%

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. In the 2020 legislative session, a bill was passed and signed by the Governor to remove the sunset date. Funds are used to market and promote tourism in Arlington County.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Transient Occupancy Tax	$827,893	$962,882	$500,000	-48%
Miscellaneous Revenue	$10,000	-	-	-
Transfer In	246,700	246,700	452,700	84%
Total	$1,084,593	$1,209,582	$952,700	-21%

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 2021 proposed real estate tax rate is $0.045 for each $100 of assessed value, no change from the CY 2020 rate.
- ↓ BID expenditures and revenues decrease by six percent due to lower assessments.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Service District Revenue	$1,510,593	$1,569,935	$1,471,612	-6%

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 2021 proposed real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2020 rate.
- ↑ BID expenditures and revenues increase by four percent due to higher assessments.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Service District Revenue	$3,857,193	$4,053,393	$4,208,809	4%

NATIONAL LANDING 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 National Landing 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. In April 2020, the County Board passed an ordinance to change the name from the Crystal City BID to the National Landing BID.

- The CY 2021 proposed real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2020 tax rate.
- ↓ BID expenditures and revenues decrease by four percent due to lower assessments.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Service District Revenue	$2,654,127	$4,739,568	$4,570,394	-4%

COMMUNITY DEVELOPMENT FUND (Fund 206)

The Community Development Fund is used to address low- and moderate-income housing needs and other community projects. The Community Development Block Grant (CDBG) program was established as a separate special revenue fund in FY 1987 to comply with requirements of the federal Department of Housing and Urban Development (HUD). FY 2022 revenue is expected to decrease by 16 percent.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
CDBG	$3,382,425	$1,910,969	$1,594,512	-17%
Federal Rental Rehab	378,987	1,467,501	1,235,199	-16%
Transfer in from General Fund	-	-	-	-
Miscellaneous Revenue	2,448,609	-	-	-
Total	$6,210,021	$3,378,470	$2,829,711	-16%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Housing Assistance	$17,590,373	17,962,831	19,418,127	8%
Administrative Fees	1,255,945	1,598,766	1,664,763	4%
Interest	6,322	6,500	6,500	-
HOPWA Grant	92,103	95,313	95,477	-
Miscellaneous	75,231	25,000	20,000	-20%
Total	$19,019,974	$19,688,410	$21,204,867	8%

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. For FY 2021 and FY 2022, the revenue in the table on the following page is the total transfer from the County's General Fund to PAYG capital. Refer to the PAYG section of the budget for all funding sources supporting the County's PAYG capital plan.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Developer Contributions	$2,556,259	-	-	-
Miscellaneous Revenue	1,967,292	-	-	-
Cable TV	1,108,956	-	-	-
State Grant - Misc.	189,109	-	-	-
Federal Revenue - Misc.	245,562	-	-	-
Bond Premium	189,686	-	-	-
Proceeds for Lease Purchase	3,220,352	-	-	-
Transfer In	28,042,166	$3,832,227	$1,180,133	-69%
Line of Credit Proceeds	6,837,029	-	-	-
Total	$44,356,411	$3,832,227	$1,180,133	-69%

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. For CY 2021, this tax is proposed to increase by $0.004 to $0.017.

This $0.017 tax is included in the semi-annual real estate bills and, when combined with the current base real estate rate of $1.013, brings the total blended real estate rate to $1.030 per $100 of assessed real property value. The anticipated $15 million in FY 2022 revenue will fully fund the planned operations, debt service, and stormwater infrastructure investments for the stormwater capital program.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Sanitary District Tax	$10,129,001	$10,423,354	$13,746,952	32%
Fines	11,045	-	-	-
Permit Fees	1,235,566	1,305,693	1,318,750	1%
Total	$11,375,612	$11,729,047	$15,065,702	28%

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 2022 proposed budget, revenue for the transportation capital fund is projected at $34.0 million, with the tax rate remaining at $0.125 and commercial property assessments increasing.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Commercial Real Estate Tax	$25,482,224	$26,566,401	$24,882,492	-6%
Developer Contributions	1,000,000	-	-	-
NVTA Local Share	8,113,796	7,870,399	9,081,345	15%
NVTA Regional Share	8,269,265	-	-	-
State Aid	6,827,232	-	-	-
State Transportation Grants	50,000	-	-	-
Federal Transportation Grants	1,319,361	-	-	-
Miscellaneous	923,344	-	-	-
Total	$51,985,222	$34,436,800	$33,963,837	-1%

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 2021 base real estate tax rate is $1.013 for each $100 of assessed property value. The FY 2022 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 2021 in the Crystal City TIF area at the proposed CY 2021 tax rate. Total assessed value in the Crystal City TIF district decreased by 3.0 percent from CY 2020 to CY 2021. Because TIF revenues are based on the incremental growth over the base year, revenues change more quickly than assessments.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Real Estate	$5,454,040	$5,759,940	$4,303,230	-25%
NVTA Regional Share	142,040	-	-	-
Federal Grants	260,702	-	-	-
Total	$5,856,782	$5,759,940	$4,303,230	-25%

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 2022, funding for the district is $0.6 million based on a 1.8 percent decrease in the real estate tax assessments in the TIF area. Because TIF revenues are based on the incremental growth over the base year, revenues change more quickly than assessments.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Real Estate Tax Total	639,299	$968,520	$627,960	-35%

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 2022 proposed budget includes a water/sewer rate of $14.35 per thousand gallons. The proposed rate represents an increase of $0.15 per thousand gallons, or 1.1 percent, above the current rate. At the new rate, the average single-family house will pay $7 more per year for water and sewer service based on an estimated household consumption of 48,000 gallons of water per year. Based on the results of the Water and Wastewater Rate Study, the water and sewer rate structure is proposed to change beginning January 1, 2022 and is estimated to decrease the average homeowner's cost (based on median usage of 48,000 gallons) by $21 to $668 per year but may vary depending on individual usage.

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 2022 proposed budget, Utilities Fund revenues are projected to total $106.0 million.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Interest	$30,722	$125,000	$75,000	-40%
Hazardous Household Material Fee	6,185	8,000	8,000	-
Utility Marking Fee	241,749	215,000	215,000	-
Water Sewer Service	96,130,683	98,626,926	99,785,186	1%
Water Service Connection Fees	1,135,875	1,265,000	1,525,000	21%
Sewage Treatment	3,742,047	4,105,200	4,105,200	-
Flow Test Fees	10,600	20,200	20,200	-
Miscellaneous Revenue	348,214	301,969	305,170	1%
Total	$101,646,075	$104,667,295	$106,038,756	1%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Interest	$769,449	$350,000	$350,000	-
Water / Sewer Hook-up	6,515,147	8,000,000	6,900,000	-14%
Sewage Treatment Charges	765,526	2,917,000	3,267,000	12%
Miscellaneous	516,430	-	-	-
Transfer In	14,190,500	12,155,000	15,548,000	28%
Total	$22,757,052	$23,422,000	$26,065,000	11%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Parking Revenue	$3,390,865	$4,454,550	$3,070,350	-31%
Fund Balance Previous Year	-	-	277,533	-
Total	$3,390,865	$4,454,550	3,347,883	-25%

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.

In FY 2021 a significant amount of permit revenue was anticipated with the planning and construction associated with the Amazon headquarter development. In FY 2022 it is anticipated that fee revenue levels will return to more historical trends.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Building Permits	$9,238,336	$15,281,374	$11,417,889	-25%
Electrical Permits	2,752,632	3,157,414	2,421,206	-23%
Plumbing Permits	1,776,606	2,313,190	1,771,303	-23%
Mechanical Permits	1,055,375	1,309,354	1,002,625	-23%
Occupancy Permits	818,700	1,115,507	851,648	-24%
Elevator Certificate Fees	1,029,095	1,483,934	1,136,308	-23%
Plan Review - Walk Throughs	732,527	1,296,450	1,051,611	-19%
Other Revenue	861,842	405,931	261,757	-36%
Total	$18,265,113	$26,363,154	$19,914,347	-24%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Sales of Surplus Equipment	$780,898	$300,000	$300,000	-
Services from Other Agencies	18,573,353	17,725,065	17,716,585	-
Miscellaneous Revenue	1,664,696	581,000	3,473,571	498%
Transfer In	47,000	30,000	32,168	7%
Total	$21,065,947	$18,636,065	$21,522,324	15%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Services to Agencies	$2,371,426	$2,365,459	$1,855,000	-22%
Transfer In	246,382	246,382	254,979	3%
Total	$2,617,808	$2,611,841	$2,109,979	-19%

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 $1.030 per $100 of assessed value, which includes the base rate of $1.013 plus a proposed increase to the sanitary district tax rate ($0.017) for stormwater management, the real estate tax bill for the average residential home will increase $420, or 6.0 percent, in CY 2021. The average assessment for a single-family home increased 5.6 percent, from $686,300 in CY 2020 to $724,400 in CY 2021.

REAL ESTATE TAX PAYMENT
Average Single Family Home

Calendar Year	Average Assessed Value	Tax Rate	Tax Payment	Tax Payment Increase
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	$686,300	$1.026	$7,041	$284
2021 Proposed	**$724,400**	**$1.030**	**$7,461**	**$420**

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
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	$10,488	$5.00	$1,049
2021 Proposed	**$10,041**	$5.00	**$1,004**

*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 decreases from $319.03 to $318.61. This rate achieves the County's objective of 100 percent recovery of household refuse and food scraps collection, disposal and recycling costs, leaf collection costs and overtime costs associated with brush and metal collection.

Fiscal Year	Refuse/ Recycling Fee
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	$319.03
2022 Proposed	**$318.61**

*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 2022 water/sewer rate is $14.35 per thousand gallons, increase of $0.15 per thousand gallons, or 1.1 percent. Based on the results of the Water and Wastewater Rate Study, the water and sewer rate structure is proposed to change beginning January 1, 2022 and is estimated to decrease the average homeowner's cost (based on median usage of 48,000 gallons) by $21. This would bring the average homeowner's cost down from $689 to $668 per year but may vary depending on individual usage.

Fiscal Year	Water/Sewer Service Rate*	Average Annual Residential Cost
2013	$12.61	$605.28
2014	$12.61	$605.28
2015	$13.04	$625.92
2016	$13.27	$636.96
2017	$13.27	$636.96
2018	$13.62	$653.76
2019	$13.62	$653.76
2020	$13.80	$662.40
2021	$14.20	$681.60
2022 Proposed	**$14.35**	**$688.80**

*Per thousand gallons; median usage equals 48,000 gallons per year.

Major Residential Taxes and Fees

The following chart summarizes the major residential taxes and fees for Arlington County for the average household. The chart uses the adopted tax and fee rates for CY 2018 through CY 2020. Due primarily to the real estate assessment and stormwater tax rate increase, the average tax and fee burden on County households is expected to increase four percent over CY 2020.

	CY 2018	CY 2019	CY 2020	CY 2021	% Change '20 to '21
Real Estate Tax (excludes sanitary district tax)	$6,364	$6,672	$6,952	$7,338	6%
Sanitary District Tax	83	86	89	123	38%
Personal Property*	1,024	994	1,049	1,004	-4%
Vehicle License Fee*	66	66	66	66	-
Refuse Fee**	316	306	319	319	-
Water / Sewer Service**	654	662	682	689	1%
Residential Utility Tax**	72	72	72	72	-
Total	$8,579	$8,858	$9,229	$9,611	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 2021, 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 48 thousand gallons of water consumption, a revision in FY 2022 of average usage. Historical costs also reflects this assumption. 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 20 rates and assessments.

Calendar Year 2020 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	$686,300	$582,636	$580,272	$759,500	$522,243	$383,520	$516,600
Estimated Taxes							
Real Estate [1]	$7,041	$6,584	$6,868	$10,291	$5,614	$4,631	$5,347
Personal Property [2]	1,048	1,118	958	1,048	866	776	880
Residential Consumer Utility [3]	72	72	96	120	54	72	65
Subtotal	$8,161	$7,774	$7,922	$11,459	$6,534	$5,479	$6,292
Estimated Fees							
Water/Sewer [4]	$852	$1,119	$845	$951	$819	$815	$752
Solid-Waste/Recycling [5]	319	460	370	n/a	n/a	383	383
Decal Fee[2]	66	-	66	66	66	48	50
TOTAL	**$9,398**	**$9,353**	**$9,203**	**$12,476**	**$7,419**	**$6,725**	**$7,477**
Amount more (less) than Arlington		($45)	($195)	$3,078	($1,979)	($2,673)	($1,921)
Percent more or less than Arlington		-0.5%	-2.1%	32.8%	-21.1%	-28.4%	-20.4%

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 $10,488. 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 48,000 gallons of water per year. Estimates are based on adopted FY 2021 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 2019			TAX YEAR 2020			CHANGE FROM 2019 TO 2020			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]	$1.0260	$658,600	$6,757	$1.0260	$686,300	$7,041	$0.000	$27,700	$284	0.0%	4.2%	4.2%
Alexandria	$1.1300	$555,002	$6,272	$1.1300	$582,636	$6,584	$0.000	$27,634	$312	0.0%	5.0%	5.0%
City of Fairfax[3]	$1.0750	$511,678	$5,501	$1.0750	$522,243	$5,614	$0.000	$10,565	$113	0.0%	2.1%	2.1%
City of Falls Church[4]	$1.3550	$695,500	$9,424	$1.3550	$759,500	$10,291	$0.000	$64,000	$867	0.0%	9.2%	9.2%
Fairfax County[5]	$1.1835	$562,601	$6,658	$1.1500	$580,272	$6,673	($0.033)	$17,671	$15	-2.8%	3.1%	0.2%
Loudoun County	$1.0450	$495,800	$5,181	$1.0350	$516,600	$5,347	($0.010)	$20,800	$166	-1.0%	4.2%	3.2%
Prince William Co.[6]	$1.2075	$371,309	$4,484	$1.2075	$383,520	$4,631	$0.000	$12,211	$147	0.0%	3.3%	3.3%

[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 2020 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 2020 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	$1.035	$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	-	-	$0.012 - $0.47	$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)	4.15%	4.15%	4.15%	4.15%	4.15%	4.15%	4.15%
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	$0.212 per gallon	$0.212 per gallon	$0.212 per gallon	$0.212 per gallon	$0.212 per gallon	$0.212 per gallon	$0.212 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)	$0.60	$0.60	$0.60	$0.60	$0.60	$0.60	$0.60
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 ($0.03), 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 $19.12 per thousand square feet for a business to $39.36 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. Since the FY 2017 adopted budget, that stormwater fee has been $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 phased 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 increased by 0.05% until it reached 4.15% on July 1, 2016. The revenue generated by the incremental increase in this tax rate is 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%. Effective July 1, 2020, the DMV Commissioner is no longer 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. The tax will be converted back to a cents-per-gallon tax with a rate of $0.262 per gallon phased in over two years and then indexed

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 2% state rate for the Northern Virginia Planning District has been in effect for July 1, 2013. The additional revenues generated from this new 2% transient occupancy tax are 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: 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 increased 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. On May 21, 2020, the Governor signed the budget for the FY 2020 - FY 2022 biennium which increased the cigarette tax rate from $0.30 to $0.60 per pack effective July 1, 2020.

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 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
FUND: 001 GENERAL							
101	REAL ESTATE TAX	707,500,617	734,680,378	757,180,463	796,129,481	808,323,440	817,438,860
105	REAL ESTATE PENALTY	649,731	659,331	594,047	794,331	650,000	650,000
106	REAL ESTATE INTEREST	50,168	113,485	94,739	104,649	75,000	75,000
	TAX REFUNDS - REAL ESTATE	(9,298,986)	(14,741,393)	(11,998,096)	(12,958,167)	(13,930,000)	(13,930,000)
	SUBTOTAL	698,901,530	720,711,801	745,871,153	784,070,294	795,118,440	804,233,860
121	PERSONAL PROPERTY TAX	84,396,305	85,272,562	87,484,820	89,690,221	89,600,000	87,600,000
	STATE REIMBURSEMENT	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147
123	PERSONAL PROPERTY PENALTY	1,451,396	1,362,152	1,315,910	1,709,284	1,380,000	1,380,000
125	PERSONAL PROPERTY INTEREST	285,448	250,565	220,253	218,828	320,000	320,000
	TAX REFUNDS - PERSONAL PROP	(2,549,245)	(2,268,298)	(2,278,471)	(2,390,138)	(2,500,000)	(2,500,000)
	SUBTOTAL	114,836,051	115,869,128	117,994,659	120,480,342	120,052,147	118,052,147
131	BPOL TAX	64,860,882	67,167,337	71,921,455	74,012,685	65,380,000	70,300,000
133	BPOL TAX PENALTY	92,665	126,444	64,961	125,255	100,000	95,000
134	BPOL TAX INTEREST	318,859	380,275	300,795	269,610	320,000	305,000
	TAX REFUNDS - BPOL	(1,434,480)	(4,687,736)	(2,373,344)	(2,408,374)	(2,800,000)	(2,300,000)
	SUBTOTAL	63,837,926	62,986,320	69,913,867	71,999,176	63,000,000	68,400,000
140	CAR RENTAL GROSS RECEIPTS TAX	6,890,584	6,528,308	6,188,708	5,918,313	4,342,881	4,500,000
141	LOCAL SALES TAX	41,197,357	42,007,601	44,047,335	43,718,554	43,127,695	43,800,000
143	BANK STOCK TAX	3,705,205	3,845,997	4,125,274	3,160,968	4,250,000	4,250,000
144	RECORDATION TAX	7,048,071	6,022,870	5,750,294	6,835,497	4,200,000	6,000,000
145	CIGARETTE TAX	2,384,534	2,370,175	2,115,530	1,922,067	1,900,000	2,500,000
146	TRANSIENT TAX	25,267,916	25,026,707	24,623,589	16,553,257	19,257,639	10,000,000
147	UTILITY TAX	11,426,615	12,048,319	16,462,272	17,034,351	17,200,000	17,200,000
148	SHORT TERM RENTAL	52,244	49,489	57,437	58,029	55,000	55,000
149	MEALS TAX	39,047,018	39,469,397	40,168,158	32,772,936	36,772,563	31,480,525
151	WILLS AND ADMINISTRATION TAX	64,757	57,618	58,682	54,649	60,000	60,000
152	CONSUMPTION TAX	768,786	790,547	788,931	765,998	800,000	750,000
153	COMMUNICATION TAX	7,114,814	6,934,062	6,460,606	6,224,647	6,100,000	6,100,000
	SUBTOTAL	144,967,901	145,151,090	150,846,816	135,019,266	138,065,778	126,695,525
	TOTAL LOCAL TAXES	1,022,543,408	1,044,718,339	1,084,626,495	1,111,569,078	1,116,236,365	1,117,381,532
REVENUE CATEG: LICENSES, PERMITS, & FEES							
215	CONCEALED WEAPONS	28,623	33,818	32,766	35,112	30,000	30,000
219	USE PERMITS	114,783	114,821	125,745	122,801	157,242	141,250
220	RIGHT OF WAY FEES	1,471,442	1,015,969	926,679	1,157,076	1,200,000	1,200,000
221	HIGHWAY PERMITS	1,802,405	2,013,730	2,789,558	2,323,525	1,937,300	2,090,125
223	ELECTRICAL PERMITS	-	-	-	(117)	-	-
240	MOTOR VEHICLE LICENSE TAGS	5,001,539	4,943,439	4,615,769	5,556,136	5,000,000	5,000,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
241	LICENSE PLATE PENALTY FEES	291,326	283,399	289,167	260,942	270,000	260,000
243	SITE PLAN FEES	1,102,876	718,007	1,613,149	2,738,741	2,353,289	1,018,979
244	TRANSFER FEES	5,042	4,810	4,841	4,461	4,800	4,800
245	ZONING ADVERTISING	113,085	76,617	99,133	128,453	102,242	50,000
251	BUILDING PLANS/WALK-THROUGH			(50)	-	-	-
259	MISC LICENSES, PERMITS & FEES	1,528,038	1,295,885	1,653,823	1,809,838	2,060,820	1,746,370
	TOTAL REV CATEG	11,459,159	10,500,495	12,150,580	14,136,968	13,115,693	11,541,524
REVENUE CATEG: FINES							
301	FINES	2,741,646	2,636,246	2,574,759	2,522,581	2,314,620	3,011,116
302	PARKING TICKETS	4,141,927	4,455,500	4,814,697	3,987,980	4,239,228	4,239,228
305	CIVIL PENALTIES	176,167	203,590	247,860	270,991	309,024	309,024
	TOTAL REV CATEG	7,059,740	7,295,336	7,637,316	6,781,552	6,862,872	7,559,368
REVENUE CATEG: INTEREST, RENTS & SURPLUS SALES							
311	INTEREST ON GENERAL FUND	2,167,722	2,584,811	16,156,300	11,582,557	5,000,000	5,000,000
312	INTEREST ON BOND FUNDS	527,085	3,941,476	7,231,349	5,559,415	1,000,000	1,000,000
320	COURTHOUSE PLAZA	3,196,185	-	-	-	-	-
321	RENTALS & SALES OF SURPLUS	428,154	287,967	228,770	168,330	215,370	245,370
322	PAID PARKING	1,031,644	1,067,139	1,119,883	1,153,564	1,133,040	1,033,040
334/5	DES LEASE AGREEMENTS	437,758	3,861,848	8,130,346	5,077,519	7,303,309	24,600,002
	TOTAL REV CATEG	7,788,548	11,743,241	32,866,648	23,541,385	14,651,719	31,878,412
REVENUE CATEG: CHARGES FOR SERVICES							
400	INMATE MEDICAL COSTS	24,763	24,531	25,274	20,041	9,000	21,800
401	COURT COSTS	411,058	473,713	182,271	520,107	403,535	448,535
402	COMMONWEALTH'S ATTORNEY FEES	9,415	10,350	10,598	6,534	10,500	10,500
403	A S A P ENTRANCE FEES	329,539	307,838	242,304	206,659	278,715	236,910
404	IMPOUNDED VEHICLES STORAGE FEE	12,324	17,612	26,246	21,256	20,000	2,000
405	FALLS CHURCH REIMBURSEMENT	3,846,127	4,082,283	4,494,202	3,010,775	4,536,622	3,761,149
406	AMBULANCE SERVICE FEES	3,566,548	3,636,492	3,571,346	3,941,910	3,850,000	4,007,500
407	JAIL SERVICE CHARGES	4,250	2,261	6,376	5,553	6,500	6,500
408	DOG LICENSE FEES	66,296	79,640	77,409	126,295	131,220	131,220
409	SIDEWALK FRONTAGE ASSESSMENTS	79,358	46,122	60,070	57,162	55,000	55,000
410	PARKING METER CHARGES	9,063,713	9,135,966	12,143,185	9,474,287	11,545,592	10,073,400
411	ENGINEERING SERVICES CHARGES	1,413,174	1,045,991	1,478,019	2,025,674	1,088,276	1,454,526
412	REFUSE\RECYCLING FEES	10,217,857	10,455,293	10,522,409	9,503,213	10,614,704	10,577,852
413	MULCH FEES	133,762	183,847	202,250	217,404	191,000	191,000
414	RECYCLED MATERIALS SALES	154,309	115,476	43,940	31,675	60,000	60,000
415	MENTAL HEALTH CLINIC CHARGES	2,151,931	2,847,295	2,936,613	3,360,725	2,999,877	3,113,142
416	DRUG & ALCOHOL PROG. PAYMENTS	64,927	68,812	75,492	157,275	79,500	137,500
417	MADISON CENTER CHARGES	158,490	171,983	130,353	103,495	179,500	125,000
420	RECREATION INSTRUCTION SRVCS.	3,667,114	3,657,540	3,603,608	2,065,457	3,596,770	4,170,357
421	SUPPLEMENTAL RECREATION FEES	6,453,950	7,214,507	7,162,663	4,388,473	7,338,268	7,867,224
422	LIBRARY FEES & FINES	433,302	424,722	412,783	207,213	85,000	95,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
423	OLDER AMERICANS ACT PROGS.	20,701	20,198	19,779	12,469	20,513	20,513
424	GROUP HOME CHARGES ARGUS	818	635	19,685	38,847	10,250	20,250
425	FEE REDUCTIONS	(660,294)	(959,251)	(974,577)	(496,711)	(960,000)	(1,123,000)
426	APPLIANCE PICK UP FEE	16,505	19,888	14,845	16,186	20,000	20,000
430	INDIRECT ADMIN CHARGES	4,933,742	5,179,937	5,580,323	5,672,082	5,954,051	5,954,051
431	HEALTH SERVICES FEES	-	-	-	-	1,000	-
443	WIRELESS E-911 SURCHARGE	982,815	931,859	776,090	797,453	754,663	800,000
445	GIS PROGRAM REVENUES	1,780	694	1,835	325	5,000	5,000
447	SERVICES TO OUTSIDE AGENCIES	173,530	61,166	69,233	51,170	170,000	160,000
449	MISC SERVICE CHARGES	2,635,319	2,651,351	2,482,226	2,256,206	2,439,530	4,128,239
450	ARLINGTON TRANSIT / COMMUTER STORE	6,403,957	6,270,609	5,956,418	6,810,579	7,840,465	5,928,337
453	COURT HOUSE SECUR.-COURT FEE	360,966	375,126	441,672	362,556	378,000	378,000
455	CHESAPEAKE BAY FEE	202,344	218,735	102,845	41,262	35,875	35,875
460	PROJECT RECEIPTS	253,753	463,567	348,326	353,009	356,726	375,585
471	PUBLIC HEALTH FEES	643,275	747,230	665,194	540,655	706,731	550,196
472	CREDIT CARD FEES - TREAS.	(710,590)	(721,419)	(531,235)	(384,679)	(558,434)	(378,834)
481	LOCAL REVENUE	-	-	-	45,807	-	-
	TOTAL REV CATEG	57,520,828	59,262,599	62,380,070	55,568,399	64,253,949	63,420,327
REVENUE CATEG: MISCELLANEOUS REVENUE							
501	SALE OF LAND & BUILDINGS	1,221,919	57,589	2,006,039	4,881,095	15,000	15,000
509	MISCELLANEOUS REVENUES	1,447,613	7,370,131	2,020,434	(999,132)	1,805,329	2,129,733
525	CABLE TV ADMINISTRATION	226,462	-	-	-	-	-
570	AHIF	10,424,305	14,378,385	9,382,935	8,297,400	-	-
595	CABLE TV SCHOOL ANNUAL PAYMENTS	25,736	(25,736)	-	-	-	-
599	GIFTS AND DONATIONS	3,584	5,704	-	263,381	5,000	5,000
	TOTAL REV CATEG	13,349,619	21,786,073	13,409,408	12,442,744	1,825,329	2,149,733
REVENUE CATEG: COMMONWEALTH OF VIRGINIA							
612	MOTOR VEHICLE CARRIERS TAX	21,853	18,241	19,977	19,809	19,000	19,000
613	TAX ON DEEDS-GRANTOR'S TAX	2,140,163	1,634,204	1,730,395	1,798,464	1,330,000	1,330,000
621	COMMONWEALTH'S ATTORNEY	1,279,850	1,306,772	1,329,697	1,433,473	1,461,581	1,432,144
622	SHERIFF	7,644,284	7,950,450	7,916,976	8,148,440	8,349,245	8,180,607
623	COMMISSIONER OF THE REVENUE	452,902	462,770	463,487	477,604	487,995	477,468
624	TREASURER	494,252	511,727	515,939	534,307	562,615	534,912
625	REGISTRAR/ELECTORAL BOARD	85,164	86,025	86,262	255,599	83,907	83,907
626	LAW ENFORCEMENT AID	6,347,640	6,347,640	6,582,500	6,839,220	6,839,220	6,839,220
627	CLERK -COMP BOARD FUNDS	892,452	1,103,095	845,906	1,081,305	975,468	1,058,667
628	DCJS FORFEITED ASSETS	15,082	31,597	111,260	7,909	-	-
629	VICTIM WITNESS GRANT	219,270	249,063	203,777	220,144	275,923	275,760
631	HIGHWAY AID	18,339,530	18,929,606	19,720,958	19,719,511	20,774,545	20,017,012
632	TRANSIT AID	5,440,771	5,877,104	5,598,977	6,145,059	6,005,279	7,585,279
633	JUVENILE DETENTION-ARGUS	270,059	488,423	293,054	390,738	390,738	390,738
634	JUVENILE & DOMESTIC RELATIONS	768,238	793,219	793,979	967,240	897,311	896,479
635	PRISONER EXPENSE REIMBURSE.	1,196,261	1,335,258	834,266	1,008,707	1,250,000	1,250,000
638	COMP COMM CORRECTIONS ACT	313,034	528,698	424,987	439,093	424,987	431,999
640	COMMUTER ASSISTANCE GRANTS	6,042,888	6,100,891	6,488,277	6,352,885	6,778,473	6,541,067

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
641	HEALTH REIMBURSEMENTS	3,316,349	3,368,541	3,366,924	3,447,495	3,382,191	3,382,191
642	LIBRARY SUPPLEMENTS	182,231	182,139	184,510	193,918	193,218	200,742
643	FIRE PROGRAMS	673,776	694,126	718,659	756,210	718,659	756,210
644	HIGHWAY SAFETY GRANTS	4,978	9,432	6,743	2,830	-	-
645	MENTAL HEALTH/ INTELLECTUAL DISAB.	11,143,210	11,172,614	9,646,166	9,324,160	9,273,556	9,425,731
646	SUBSTANCE ABUSE	1,120,462	1,249,326	1,223,490	1,253,357	1,238,491	1,360,835
647	SOCIAL SERVICES	3,725,612	3,452,869	3,962,860	3,925,386	4,113,788	3,962,581
649	MISC STATE GRANTS	1,035,682	846,192	1,517,019	1,544,636	1,219,221	1,417,955
652	STATE EMERGENCY MGMT GRANTS	22,455	3,080	550,509	83,562	6,000	6,000
654	COMPREHENSIVE SERVICES ACT (CSA)	1,553,797	1,284,982	923,569	801,886	1,784,308	1,257,808
655	DEPARTMENT OF AGING	333,758	268,799	373,561	316,155	310,290	310,645
	TOTAL REV CATEG	75,076,003	76,286,883	76,434,684	77,489,102	79,146,009	79,424,957
REVENUE CATEG: FEDERAL GOVERNMENT							
714	WORKFORCE INVESTMENT ACT (WIA)	809,659	712,010	591,199	500,721	566,390	491,463
719	HUD RENTAL REHAB/HOME	1,032,346	-	-	-	-	-
722	U S MARSHAL PRISONERS	12,369	14,191	25,993	33,860	8,300	8,300
724	FBI REIMBURSEMENT	325,236	268,990	262,897	178,411	-	-
725	OLDER AMERICANS ACT	514,458	513,758	545,220	583,219	535,745	551,982
741	FEDERAL HEALTH REIMB	45,000	43,000	43,000	43,000	43,000	43,000
742	HEALTH & HUMAN SERVICE	364,627	-	1,646	1,596	-	-
745	MENTAL HEALTH / M. R.	1,774,045	1,752,400	1,578,374	1,577,585	1,752,270	1,521,781
746	SUBSTANCE ABUSE	779,793	756,283	922,588	875,062	761,541	811,541
747	SOCIAL SERVICES	10,913,627	10,630,458	10,832,499	10,833,833	10,756,886	10,940,963
748	WIC PROGRAM FUNDS	605,108	627,145	697,003	637,985	603,342	603,342
749	MISC FEDERAL GRANTS	727,631	632,870	1,093,347	16,696,077	502,976	444,994
752	FEDERAL EMERGENCY MGMT GRANTS	393,211	698,664	1,055,267	987,189	615,170	577,538
771	REVENUE FROM FEDERAL GOVT	-	-	-	34,197	-	-
	TOTAL REV CATEG	18,297,110	16,649,769	17,649,033	32,982,735	16,145,620	15,994,904
REVENUE CATEG: NON-REVENUE RECEIPTS							
847	TREASURERS CASH OVER & SHORT	(113)	(31)	100	(137)	-	-
848	TREASURER'S RETURNED CHECKS	30,720	31,957	31,103	27,432	30,000	30,000
	TOTAL REV CATEG	30,607	31,926	31,203	27,295	30,000	30,000
REVENUE CATEG: TRANSFERS IN							
900	TRANSFER IN FROM OTHER FUNDS	206,395	206,990	2,908,517	544,457	337,249	335,016
913	TRANSFER IN FROM 313	2,500,000	-	-	-	5,000,000	-
930	TRANSFER IN FROM 330 & 331	691,561	1,102,740	2,430,721	2,351,932	2,720,783	3,193,851

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
981	TRANSFERS IN FROM OTHER FUNDS	578,088	1,153,681	-	-	2,400,000	2,400,000
999	TRANSFERS IN FROM FUND 799	118,960	198,403	230,840	262,002	479,623	2,982,045
	TOTAL REV CATEG	4,095,004	2,661,814	5,570,078	3,158,391	10,937,655	8,910,912
TOTAL	**GENERAL FUND REVENUES**	**1,217,220,026**	**1,250,936,475**	**1,312,755,515**	**1,337,697,649**	**1,323,205,211**	**1,338,291,669**
860	FUND BALANCE ADJ -PREV YEAR	115,086,495	113,556,636	93,057,070	129,685,777	22,239,239	25,378,660
TOTAL	**GENERAL FUND WITH FUND BALANCE**	**1,332,306,521**	**1,364,493,111**	**1,405,812,585**	**1,467,383,426**	**1,345,444,450**	**1,363,670,329**
FUND: 201 BALLSTON QUARTER TIF FUND							
101	REAL ESTATE TAX	111,785	65,420	410,060	1,250,410	1,811,540	1,408,690
141	LOCAL SALES TAX	-	-	-	73,298	-	-
149	MEALS TAX	-	-	-	344,219	206,924	519,475
509	MISCELLAENOUS REVENUE	-	-	-	1,077,193	-	-
	TOTAL FUND	111,785	65,420	410,060	2,745,120	2,018,464	1,928,165
FUND: 202 TRAVEL & TOURISM PROMOTION							
146	TRANSIENT OCCUPANCY	1,262,988	1,251,241	1,231,590	827,893	962,882	500,000
509	MISC. REVENUE	-	-	-	10,000	-	-
980	TRANSFER FROM GENERAL FUND	626,148	246,700	246,700	246,700	246,700	452,700
	TOTAL FUND	1,889,136	1,497,941	1,478,290	1,084,593	1,209,582	952,700
FUND: 203 BALLSTON SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE TAX	1,586,521	1,436,122	1,657,308	1,510,593	1,569,935	1,471,612
311	INTEREST EARNINGS	1,076	1,406	1,031	1,648	-	-
	TOTAL FUND	1,587,597	1,437,528	1,658,339	1,512,241	1,569,935	1,471,612
FUND: 204 ROSSLYN SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	3,515,040	3,665,735	3,635,429	3,857,193	4,053,393	4,208,809
311	INTEREST EARNINGS	2,058	2,802	1,842	3,649	-	-
	TOTAL FUND	3,517,098	3,668,537	3,637,271	3,860,842	4,053,393	4,208,809
FUND: 205 NATIONAL LANDING SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	2,537,971	2,597,174	2,548,828	2,654,127	4,739,568	4,570,394
311	INTEREST EARNINGS	999	1,566	4,831	2,214	-	-
	TOTAL FUND	2,538,970	2,598,740	2,553,659	2,656,341	4,739,568	4,570,394
FUND: 206 COMMUNITY DEVELOPMENT							
570	HOUSING FUND CONTINGENT LOAN	-	67,969	15,372	2,448,609	-	-
718	FEDERAL AID - CDBG	3,539,293	979,764	4,596,784	3,382,425	1,910,969	1,594,512
719	FEDERAL RENTAL REHAB	82,497	289,210	348,387	378,987	1,467,501	1,235,199
901	TRANSFERS IN FROM FUND 101	-	574,270	94,981	-	-	-
	TOTAL FUND	3,621,790	1,911,213	5,055,524	6,210,021	3,378,470	2,829,711

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
FUND:	**208 SECTION 8 HOUSING**						
311	INTEREST	10,420	10,322	5,056	6,322	6,500	6,500
509	MISCELLANEOUS REVENUES	12,726	10,423	3,112	6,748	10,000	10,000
727	SECTION 8 HOUSING	18,162,520	18,646,847	18,103,559	18,855,658	19,576,597	21,092,890
728	HCV RESERVE	222,225	-	178,400	59,144	-	-
749	MISC FEDERAL REVENUE	383,356	364,065	94,848	92,102	95,313	95,477
	TOTAL FUND	18,791,247	19,031,657	18,384,975	19,019,974	19,688,410	21,204,867
FUND:	**313 CAPITAL**						
243	SITE PLAN FEES	-	-	-	56,000	-	-
301	FINES	36,382	7,316	52,748	5,483	-	-
321	RENTAL & SALES OF SURPLUS	-	-	3,925	-	-	-
335	LEASE AGREEMENTS	-	-	118,865	20,000	-	-
405	FALLS CHURCH REIMBURSEMENTS	-	53,510	-	1,296,758	-	-
460	DEVELOPERS STREET LIGHTS	25,693	-	-	-	-	-
461	DEVELOPER/PROJECT RECEIPTS	628,775	4,193,456	3,356,301	2,556,259	-	-
509	MISCELLANEOUS	5,394,418	255,440	1,033,406	331,475	-	-
520	CABLE TV - PEG	855,346	568,797	1,210,837	1,108,956	-	-
521	CABLE TV - INET	736,587	422,742	-	-	-	-
531	NVTA REGIONAL SHARE	-	1,731,405	174,722	82,296	-	-
632	STATE AID NVTC	1,006,413	2,441,603	310,275	189,109	-	-
640	STATE TRANSPORTATION GRANTS	(10,357)	(3,953)	-	-	-	-
645	STATE FUNDS	-	-	-	175,280	-	-
714	FEDERAL GRANTS	871,158	2,741,387	2,455,924	245,562	-	-
806	BOND PREMIUM	17,846,867	10,929,844	18,396,431	189,686	-	-
808	PROCEEDS FROM LEASE PURCHASE	9,530,658	3,759,718	1,871,651	3,220,352	-	-
809	LINE OF CREDIT PROCEEDS	-	-	8,585,749	6,837,029	-	-
980	TRANSFER FROM GENERAL FUND	20,191,849	14,619,903	5,667,108	28,042,166	3,832,227	1,180,133
999	TRANSFER FROM FUND 799	21,650	-	-	-	-	-
	TOTAL FUND	57,135,439	41,721,169	43,237,942	44,356,411	3,832,227	1,180,133
FUND:	**321 STORMWATER FUND**						
101	REAL ESTATE TAX	9,276,017	9,459,705	9,747,498	10,129,001	10,423,354	13,746,952
301	FINES	7,982	19,117	18,364	11,045	-	-
411	SEDIMENT/EROSION CONTROL	450,000	594,461	834,640	982,100	1,111,968	1,123,088
455	CHESAPEAKE BAY FEE	-	-	160,000	253,466	193,725	195,662
649	MISC STATE GRANTS	1,143,567	365,009	-	-	-	-
	TOTAL FUND	10,877,566	10,438,292	10,760,502	11,375,612	11,729,047	15,065,702

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
FUNDS: 330 & 331 TRANSPORTATION CAPITAL FUND							
101	REAL ESTATE TAX	25,031,364	24,742,753	25,048,572	25,482,224	26,566,401	24,882,492
334	BASE RENT	-	162,957	-	-	-	
461	DEVELOPER CONTRIBUTIONS	3,084,202	857,214	2,336,389	1,000,000	-	
509	MISC REVENUES	1,471,551	894,394	629,784	532,087	-	
530	NVTA LOCAL SHARE	12,297,156	10,171,860	8,710,709	8,113,796	7,870,399	9,081,345
531	NVTA REGIONAL SHARE	1,329,694	1,630,252	3,192,235	8,269,265	-	
532	REGIONAL TOLL REVENUE	9,767	131,716	239,113	391,257	-	
632	STATE AID	4,488,580	7,683,039	8,524,945	6,827,232	-	
640	STATE TRANSPORTATION GRANTS	128,886	34,197	401,222	50,000	-	
714	FEDERAL GRANTS	427,544	1,900,968	699,793	1,319,361	-	
	TOTAL FUND	48,268,744	48,209,350	49,782,762	51,985,222	34,436,800	33,963,837
FUND: 335 CRYSTAL CITY TIF FUND							
101	REAL ESTATE TAX	5,396,172	5,157,771	5,040,366	5,454,040	5,759,940	4,303,230
461	DEVELOPER CONTRIBUTIONS	780,000	-	500,000	-	-	
531	NVTA REGIONAL SHARE	1,167,669	221,893	641,854	142,040	-	
632	STATE AID NVTC	3,612	8,578	31	-	-	
655	VIRGINIA GENERAL FUND - FED FUND MATCH	-	-	-	-	-	
714	FEDERAL GRANTS	168,250	171,337	187,403	260,702	-	
	TOTAL FUND	7,515,703	5,559,579	6,369,654	5,856,782	5,759,940	4,303,230
FUND 336: COLUMBIA PIKE TIF FUND							
101	REAL ESTATE TAX	601,844	-	189,070	639,299	968,520	627,960
	TOTAL FUND	601,844	-	189,070	639,299	968,520	627,960
FUND: 503 UTILITIES OPERATING							
311	INTEREST	106,547	73,843	270,000	30,722	125,000	75,000
321	RENTALS & SALES OF SURPLUS	164,908	168,675	170,372	174,340	179,400	184,800
426	APPLIANCE FEE RECYCLING	10,660	7,770	8,570	6,185	8,000	8,000
444	UTILITY MARKING FEE	224,217	226,120	225,791	241,749	215,000	215,000
482	WATER SEWER SERVICE	97,263,095	94,465,529	92,757,659	96,130,683	98,626,926	99,785,186
484	WATER SERVICE CONNECTIONS	1,249,315	1,193,850	1,016,035	1,135,875	1,265,000	1,525,000
486	SEWAGE TREAT. SERVICE CHARGES	3,182,544	3,699,669	4,044,812	3,742,047	4,105,200	4,105,200
488	FLOW TEST FEES	20,100	21,900	22,600	10,600	20,200	20,200
509	MISCELLANEOUS REVENUES	96,901	114,915	191,243	173,874	122,569	120,370
848	TREASURER'S RETURNED CHECK	300	-	-	-	-	-
	TOTAL FUND	102,318,587	99,972,271	98,707,082	101,646,075	104,667,295	106,038,756
FUND: 519 UTILITIES CAPITAL							
311	INTEREST ON GENERAL FUND	145,473	221,375	1,176,228	634,825	350,000	350,000
312	INTEREST ON BOND FUNDS	58,534	123,622	196,139	134,624	-	-
484	WATER SERVICE CONNECTION	-	500	-	-	-	-
485	WATER SEWER HOOK-UP CHARGES	4,822,363	8,710,176	6,158,068	6,515,147	8,000,000	6,900,000

SIX-YEAR REVENUE SUMMARY CODE	DESCRIPTION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2022 PROPOSED
486	SEWAGE TREATMENT SERVICE CHRG	464,789	432,223	1,397,982	765,526	2,917,000	3,267,000
509	MISCELLANEOUS	68,745	34,556	6,428	516,430	-	-
771	REVENUE FROM FEDERAL GOVT		(134,176)	-	-	-	-
901	TRANSFER FROM FUND 101	400,000	600,000	400,000	-	-	-
953	TRANSFER FROM FUND 503	13,910,500	15,571,640	14,025,300	14,190,500	12,155,000	15,548,000
	TOTAL FUND	19,870,404	25,559,916	23,360,145	22,757,052	23,422,000	26,065,000
FUND:	**540 BALLSTON GARAGE**						
312	INTEREST	25,231	21,992	-	-	-	-
428	PARKING REVENUES	3,263,871	3,314,739	4,193,751	3,185,177	4,214,010	2,869,700
428	MISCELLANEOUS REVENUE	8,970	(24,612)	39,360	-	-	-
449	MISC SERVICE CHARGES	-	-	-	-	-	-
860	FUND BALANCE PREVIOUS YEAR	-	-	-	-	-	277,533
	TOTAL FUND	3,298,072	3,312,119	4,233,111	3,185,177	4,214,010	3,147,233
FUND:	**548 BALLSTON GARAGE - 8th LEVEL**						
428	PARKING REVENUES	267,492	307,289	263,433	205,688	240,540	200,650
	TOTAL FUND	267,492	307,289	263,433	205,688	240,540	200,650
FUND:	**570 CPHD DEVELOPMENT FUND**						
211	HOME IMPROVEMENT CONTRACT	50	75	-	-	-	-
221	HIGHWAY PERMITS	-	-	256	-	-	-
222	BUILDING PERMITS	8,837,919	10,212,492	9,356,869	9,238,336	15,281,374	11,417,889
223	ELECTRICAL PERMITS	2,079,902	3,099,797	2,702,704	2,752,632	3,157,414	2,421,206
224	PLUMBING PERMITS	1,382,552	1,797,206	1,903,081	1,776,606	2,313,190	1,771,303
225	MECHANICAL PERMITS	770,390	784,749	1,001,243	1,055,375	1,309,354	1,002,625
226	OCCUPANCY PERMITS	760,549	637,566	884,302	818,700	1,115,507	851,648
228	SIGN PERMITS	40,293	47,203	54,221	48,625	130,065	97,792
242	ELEVATOR CERTIFICATE FEES	1,106,671	1,189,586	931,876	1,029,095	1,483,934	1,136,308
243	ADMINISTRATIVE CHANGE	-	289	(736)	-	-	-
245	REZONING	-	-	23,567	-	-	-
247	VARIANCES/S F EXISTING	75,660	58,264	60,405	75,347	87,833	45,351
248	ZONING COMPLIANCE LETTERS	38,165	38,931	40,201	43,462	53,818	41,089
251	PLAN REVIEW - WALK THROUGHS	808,290	861,226	802,182	732,527	1,296,450	1,051,611
252	SUBDIVISION PLAT REVIEW	11,826	7,920	12,684	7,790	21,080	16,094
259	MISC LICENSES PERMITS & FEES	8,850	15,193	45,901	38,795	54,480	16,642
311	INTEREST	84,889	103,126	633,199	335,204	-	-
321	RENTALS & SALES OF SURPLUS	-	-	8,019	-	-	-
422	CASH OVER/SHORT	(30)	(6)	(2)	-	-	-
449	MISC SERVICE CHARGES	7,386	4,570	3,519	37,624	6,917	5,289
509	MISC REVENUE	294	83,297	83,668	274,995	51,738	39,500
999	TRANSFER IN FROM 799	-	284,701	-	-	-	-
	TOTAL FUND	16,013,656	19,226,185	18,547,159	18,265,113	26,363,154	19,914,347

SIX-YEAR REVENUE SUMMARY		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
CODE	**DESCRIPTION**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ADOPTED**	**PROPOSED**
FUND: 609 AUTOMOTIVE EQUIPMENT							
321	RENTALS & SALES OF SURPLUS	575,264	486,220	1,920,868	780,898	300,000	300,000
405	FALLS CHURCH REIMBURSEMENT	231,324	-	-	-	-	-
448	SERVICES TO OUTSIDE AGENCIES	19,673,398	19,971,263	19,170,894	18,573,353	17,725,065	17,716,585
509	MISCELLANEOUS REVENUE	510,131	528,709	489,225	177,809	521,000	446,000
512	THIRD PARTY RECOVERY	75,665	27,909	-	-	60,000	60,000
809	LINE OF CREDIT PROCEEDS	-	-	-	1,486,887	-	2,967,571
901	TRANSFER FROM GENERAL FUND	100,500	-	-	-	-	32,168
903	TRANSFER IN FROM FUND 503	-	-	-	47,000	-	-
980	TRANSFER FROM GENERAL FUND	-	229,500	-	-	30,000	-
	TOTAL FUND	21,166,282	21,243,601	21,580,987	21,065,947	18,636,065	21,522,324
FUND: 611 PRINTING							
446	SERVICES TO AGENCIES	2,815,381	2,662,456	2,560,588	2,371,426	2,365,459	1,855,000
980	TRANSFER FROM GENERAL FUND	241,769	249,600	242,337	246,382	246,382	254,979
	TOTAL FUND	3,057,150	2,912,056	2,802,925	2,617,808	2,611,841	2,109,979
ARLINGTON PUBLIC SCHOOLS FUNDS*							
FUND: 880 SCHOOL OPERATING FUND							
400	CHARGES FOR SERVICES	3,027,924	3,100,882	3,965,921	7,943,480	3,737,300	3,665,300
500	CARRYOVER AND OTHER	-	(2,000,000)	(2,600,000)	-	18,931,586	12,112,912
692	VIRGINIA SALES TAX	24,458,713	26,332,866	28,417,611	30,735,856	31,905,594	31,913,203
690	COMMONWEALTH	37,206,067	39,034,873	42,366,817	44,418,410	45,828,863	44,957,318
700	FEDERAL FUNDS	309,052	646,080	973,071	1,106,564	800,000	900,000
808	PROCEEDS FROM LEASE PURCHASE	1,991,412	3,357,475	5,139,346	-	-	-
900	TRANSFERS IN	395,568,221	424,655,754	436,949,407	444,236,878	458,730,510	452,881,420
	TOTAL FUND	462,561,389	495,127,930	515,212,173	528,441,188	559,933,853	546,430,153
FUND: 881 FOOD AND NUTRITION SERVICES FUND							
300	INTEREST	-	58,162	-	-	-	-
400	CHARGES FOR SERVICES	4,503,088	4,686,471	5,351,526	3,885,125	5,501,748	4,495,000
600	COMMONWEALTH	231,007	129,552	119,523	129,135	120,000	203,963
700	FEDERAL FUNDS	5,444,180	5,681,988	5,759,159	5,072,292	5,700,000	5,500,000
900	TRANSFERS IN	-	-	-	8,822	-	-
	TOTAL FUND	10,178,275	10,556,173	11,230,208	9,095,374	11,321,748	10,198,963
FUND: 882 COMMUNITY ACTIVITIES FUND							
400	CHARGES FOR SERVICES	11,344,954	12,054,571	12,750,112	10,214,959	13,999,462	14,449,659
500	CARRYOVER/OTHER	-	75,296	5,137,867	-	-	-
900	TRANSFERS IN	5,510,043	5,422,007	(150,613)	6,330,579	5,756,574	6,031,919
	TOTAL FUND	16,854,997	17,551,874	17,737,366	16,545,538	19,756,036	20,481,578

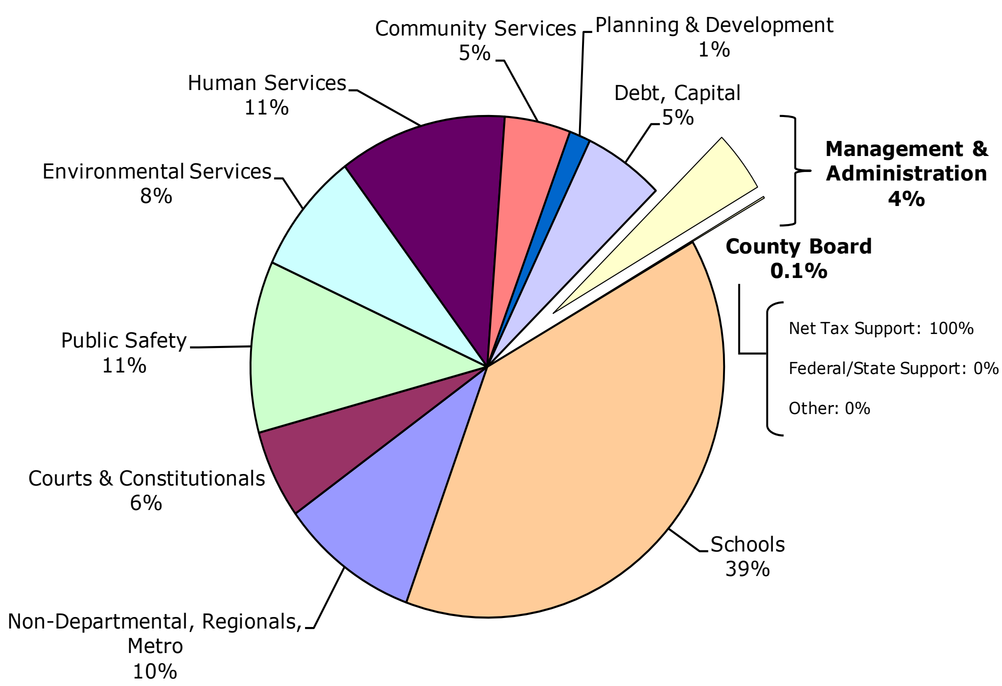
SIX-YEAR REVENUE SUMMARY		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
CODE	**DESCRIPTION**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ACTUAL**	**ADOPTED**	**PROPOSED**
FUND: 883 SPECIAL GRANTS							
400	CHARGES FOR SERVICES	1,859,731	2,386,205	2,307,007	1,190,331	1,859,429	1,779,778
600	COMMONWEALTH	3,490,772	3,590,683	3,693,143	4,044,378	4,458,428	4,899,973
700	FEDERAL FUNDS	9,437,992	10,078,552	13,872,931	10,857,338	9,773,551	10,526,778
900	TRANSFERS IN	957,755	-	-	740,855	-	-
	TOTAL FUND	15,746,250	16,055,440	19,873,081	16,832,902	16,091,408	17,206,529
FUND: 886 SCHOOL CONSTRUCTION AND CAPITAL FUND							
500	CARRYOVER AND OTHER	-	-	-	-	772,500	-
600	COMMONWEALTH	131,429	713,467	-	-	-	-
808	PROCEEDS FROM LEASE PURCHASE	11,714,732	15,442,463	-	-	-	-
900	TRANSFERS IN	23,498,197	14,789,645	428,930	16,207,249	1,268,343	5,688,901
	TOTAL FUND	35,344,358	30,945,576	428,930	16,207,249	2,040,843	5,688,901
FUND: 888 SCHOOL DEBT SERVICE FUND							
500	CARRYOVER AND OTHER	-	-	-	-	270,000	414,474
900	TRANSFERS IN	46,243,129	50,311,876	53,695,031	58,877,372	56,635,740	57,953,331
	TOTAL FUND	46,243,129	50,311,876	53,695,031	58,877,372	56,905,740	58,367,805
FUND: 889 SCHOOL COMPREHENSIVE SERVICES FUND							
600	COMMONWEALTH	1,972,244	1,795,411	1,458,278	2,004,978	1,985,075	2,043,250
900	TRANSFERS IN	2,251,267	1,775,415	1,947,142	2,367,127	2,239,925	2,331,750
	TOTAL FUND	4,223,511	3,570,826	3,405,420	4,372,105	4,225,000	4,375,000
TOTAL ARLINGTON PUBLIC SCHOOLS		**591,151,909**	**624,119,694**	**621,582,209**	**650,371,728**	**670,274,628**	**662,748,929**

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

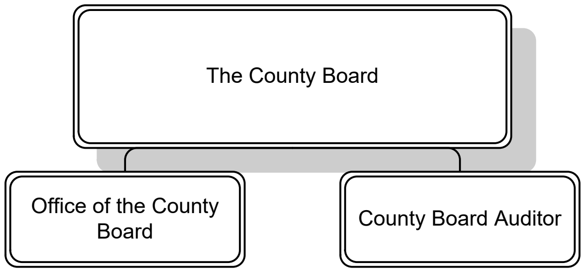
The Arlington County Board is Arlington's governing body and is vested with its legislative powers. Elected at-large, Board members serve staggered four-year terms and include an annually rotating chair, who is the official County head and presides over Board meetings, and a vice chair, both of whom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

FY 2022 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the County Board is $1,528,141, a 10 percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases due to staff turnover and the reduction described below.
- ↓ Non-personnel decreases due to the removal of one-time funding to digitize audio and microfilm records ($35,000).

FY 2022 Proposed Budget Reduction

Office of the County Board

- ↓ Temporary hiring freeze of a vacant Administrative Specialist position ($81,267, 1.0 FTE).

  IMPACT: The Office will redistribute the Administrative Specialist duties to existing County Board Office staff for FY 2022. These duties include general administrative support, preparing certification of board actions, processing and tracking invoices, and processing advisory group applications and other related tasks.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$1,535,034	$1,625,131	$1,484,009	-9%
Non-Personnel	82,123	79,132	44,132	-44%
Total Expenditures	1,617,157	1,704,263	1,528,141	-10%
Total Revenues	-	-	-	-
Net Tax Support	$1,617,157	$1,704,263	$1,528,141	-10%
Permanent FTEs (Funded)	10.00	10.00	9.00	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	10.00	10.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
County Board Office	$1,386,632	$1,469,609	$1,298,630	-12%	-	$1,298,630
County Board Auditor	230,525	234,654	229,511	-2%	-	229,511
Total Expenditures	**$1,617,157**	**$1,704,263**	**$1,528,141**	**-10%**	**-**	**$1,528,141**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
County Board Office	9.00	9.00	-	9.00
County Board Auditor	1.00	1.00	-	1.00
Total Expenditures	**10.00**	**10.00**	**-**	**10.00**

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of Constituent Correspondence Workflows closed within 15 business days	90%	86%	95%	75%	90%	90%
Percent of notifications of final Board actions sent within 2 days of approval of minutes	95%	85%	85%	85%	85%	85%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of days for preparation of Board responses to correspondence	4	4	4	8	5	5
Financial disclosure forms processed	780	700	700	700	700	675
Legal advertisements placed	85	76	87	92	87	82
Number of commission/advisory group appointments	350	365	365	350	360	360
Number of GRAMS	3,000	2,700	3,200	4,250	3,000	3,000
Number of public hearings/meetings	85	76	85	97	90	85
Percent of employees fulfilling County training goals	100%	100%	100%	98%	100%	100%

- The Government Response and Memorandum System (GRAMS) is a workflow tracking system that allows the County Board to communicate with County departments and employees through the County Manager. GRAMS responses are used to both answer residents' questions and to inform all Board members on community issues. There was a notable increase in FY 2020 due to multiple crises including the COVID-19 pandemic, events highlighting racial injustices and calls for police reform, and a record-setting flood event.

- The "Number of public hearings/meetings" metric increased in FY 2020 compared to previous years due to additional work sessions, closed sessions, and other meetings such as public townhalls and forums to address the impacts of the COVID-19 pandemic and events related to racial injustice and police reform.

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.

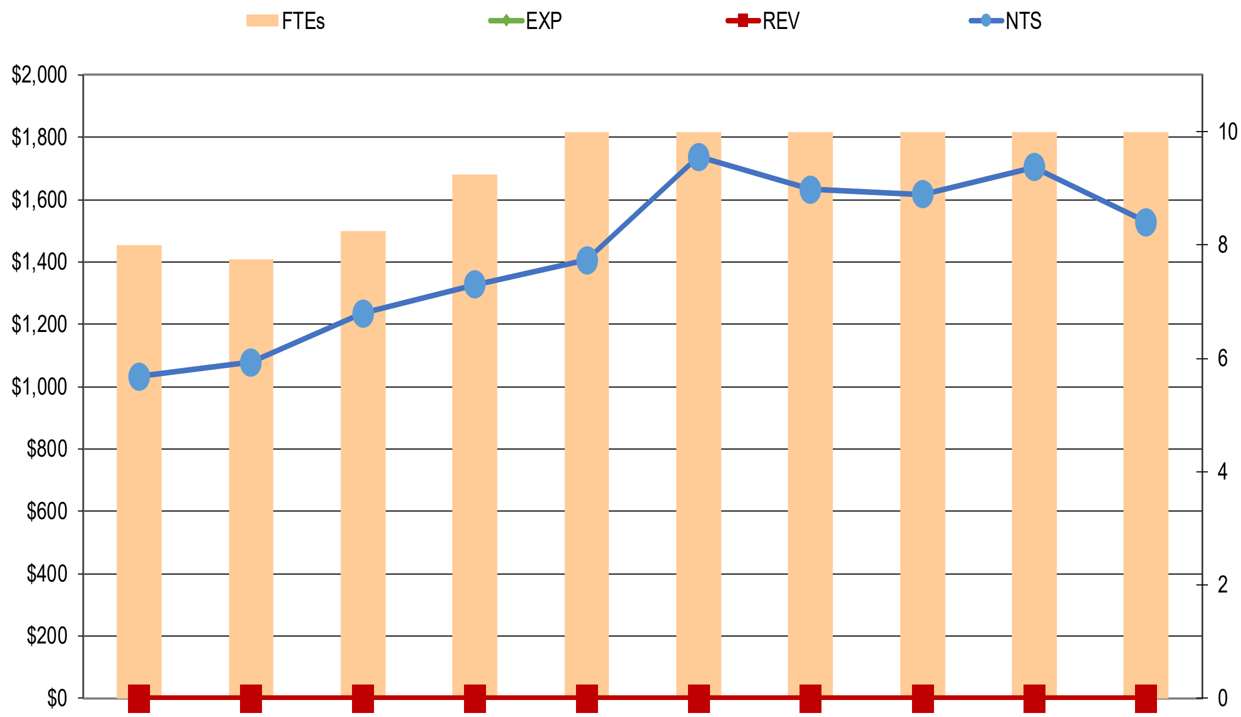
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of audit plan complete	N/A	20%	28%	17%	50%	50%
Percent of audit recommendations management agrees with	N/A	92%	85%	87%	85%	85%

- In FY 2020 there were three new performance audits on the Audit Work Plan, and three from FY 2019 carried over. Of these six, one (17 percent) was issued in FY 2020. Of the five audits not completed, three were carried over into FY 2021: Fleet Management, Sheriff's Office Overtime, and Technology Services Contract Administration. Another audit, Real Estate Assessment and Appeals, was moved to the Audit Horizon on the County Auditor's FY 2021 Annual Audit Work Plan. The final audit, Economic Development Incentive Funds, had already begun but was closed to reallocate time toward COVID-19 related audit topics. After consideration of the audit work already performed, this audit topic was not added the Audit Horizon in FY 2021.
- One audit was issued in FY 2020: Fire Department Overtime. The audit contained 23 total recommendations. The audited agency fully agreed with 20 (87 percent) of these recommendations, and partially agreed with three (15 percent) of the recommendations.
- One follow-up was also issued in FY 2020 focusing on the implementation of recommendations in the Emergency Communications Center Overtime report. Of the 12 recommendations followed up on in that report, six were fully implemented, three were partially implemented, and three were not implemented.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$1,033	$1,078	$1,235	$1,327	$1,406	$1,737	$1,632	$1,617	$1,704	$1,528
REV	-	-	-	-	-	-	-	-	-	-
NTS	$1,033	$1,078	$1,235	$1,327	$1,406	$1,737	$1,632	$1,617	$1,704	$1,528
FTEs	8.00	7.75	8.25	9.25	10.00	10.00	10.00	10.00	10.00	10.00

Fiscal Year	Description	FTEs
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.	0.50
	▪ Added non-personnel funding for the County Board Auditor to continue funding at the same level as FY 2016 ($18,498).	
	▪ The FY 2017 budget 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.	0.25
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.	
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).	
FY 2021	▪ Added $35,000 in one-time funding to begin digitizing audio and microfilm historical County Board records.	

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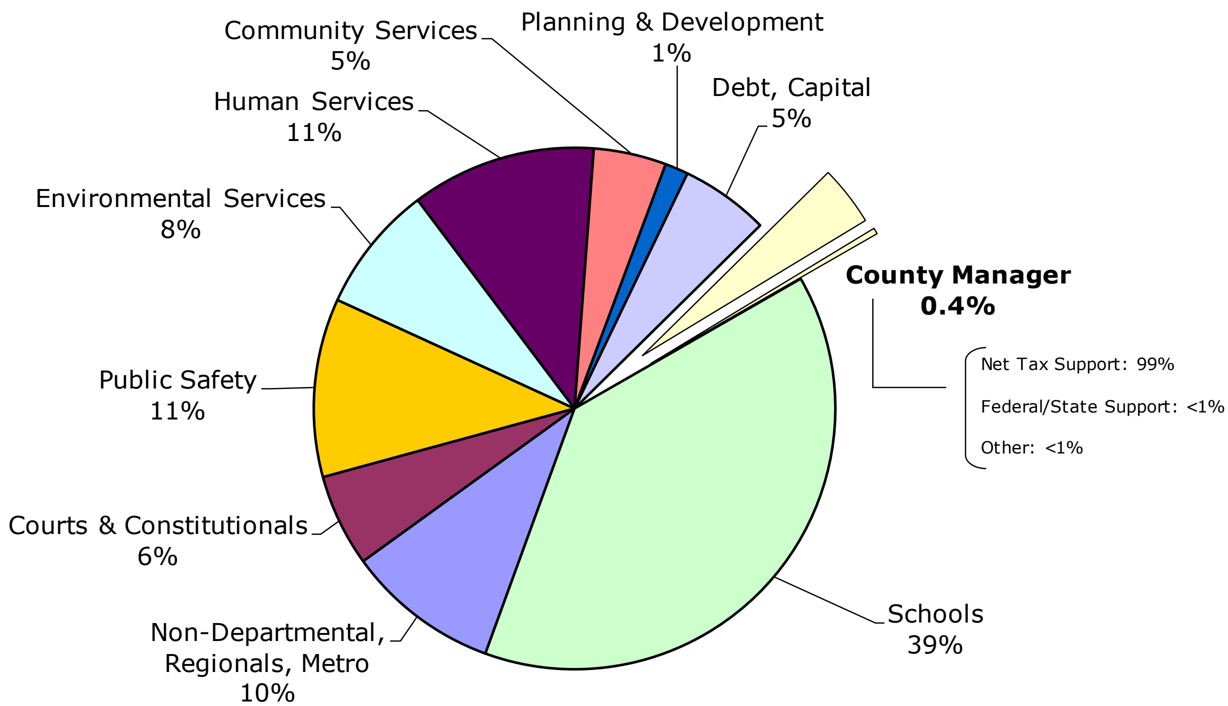
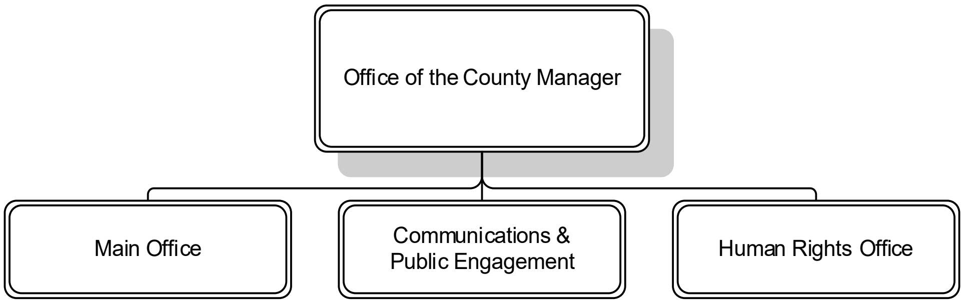
Our Mission: To assure that Arlington's government works

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Main Office

Communications & Public Engagement

Office of Human Rights

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the County Manager's Office is $5,167,072, a one percent increase from the FY 2021 adopted budget. The proposed FY 2022 budget reflects:

- ↓ Personnel decreases primarily due to the reduction described below, partially offset by the addition of a Labor Relations Coordinator ($150,000, 1.0 FTE).
- ↑ Non-personnel increases primarily due to the addition of $50,000 in one-time funding for the resident satisfaction survey and $50,000 in one-time funding for the Fair Housing Survey.
- ↑ Revenue increases due to additional Freedom of Information Act (FOIA) reimbursements ($414).

FY 2022 Proposed Budget Reduction

Communications and Public Engagement

- ↓ Elimination of the Cable Executive Producer ($159,400, 1.0 FTE).

  IMPACT: The elimination of this 1.0 FTE will have minimal impact on day to day operations. The Communication and Public Engagement team will reorganize and reassign roles to existing staff as necessary.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$4,815,658	$4,805,314	$4,737,880	-1%
Non-Personnel	221,718	328,801	429,192	31%
Total Expenditures	5,037,376	5,134,115	5,167,072	1%
Fees	2,811	2,486	2,900	17%
Grants	20,200	20,200	20,200	-
Total Revenues	23,011	22,686	23,100	2%
Net Tax Support	$5,014,365	$5,111,429	$5,143,972	1%
Permanent FTEs	31.00	31.00	31.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	31.00	31.00	31.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Main Office	$2,464,519	$2,432,280	$2,556,671	5%	$2,900	$2,553,771
Communications and Public Engagement	1,725,621	1,852,788	1,721,067	-7%	-	1,721,067
Office of Human Rights	847,236	849,047	889,334	5%	20,200	869,134
Total	**$5,037,376**	**$5,134,115**	**$5,167,072**	**1%**	**$23,100**	**$5,143,972**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Main Office	13.00	14.00	-	14.00
Communications and Public Engagement	13.00	12.00	-	12.00
Office of Human Rights	5.00	5.00	-	5.00
Total	**31.00**	**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.
- Advance racial equity as a County-wide priority to eliminate, reduce and prevent disparities in our policies, procedures, practices, engagement, and interaction with and service to the community.
- Represent the County's legislative interests before state, federal, and intergovernmental legislative bodies.
- Provide constituent and customer service assistance to members of the public, including constituent inquiries through the Government Response and Memorandum System (GRAMS) system.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of staff reports reviewed, approved and processed for County Board meetings (Board Reports)	500	522	463	523	500	500
Percentage of Board Reports posted within 24 hours of County Board meetings	1%	0%	0%	1%	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.

PROGRAM MISSION

The Communication and Public Engagement (CAPE) team works to inform the public and advance public engagement practices 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual number of views of virtual community forums and online videos	300,000	363,576	414,453	565,011	500,000	525,000
Annual social media subscribers	34,241	39,970	46,314	52,626	54,000	56,000
Average number of Newsroom unique pageviews per month	45,337	44,510	63,492	77,944	80,000	82,000
Total annual E-Subscribers (Include Inside Arlington)	119,646	164,119	172,691	228,950	230,000	235,000
Total annual sessions/entrances on the County website (arlingtonva.us)	8,778,536	8,184,353	8,692,384	8,279,479	9,000,000	9,100,000
Total number of engagement participants in County Manager directed online and in-person engagements	N/A	N/A	17,289	13,759	18,000	20,000

- The use of new creative engagement strategies during the COVID-19 pandemic has led the County to shift to virtual forums where community members can join meetings and community conversations safely from home. The number of views for community forums and online videos includes those participants, plus post event views, videos and graphics used to share news and stories with Arlington residents.
- Social media subscribers currently include Facebook fans and Twitter followers. Starting in the second half of FY 2021, it includes Instagram and YouTube followers.
- The County halted all engagement activities in the fourth quarter of FY 2020 due to the COVID pandemic. While the numbers of active engagement participants are lower than FY 2019, the number of individual views noted in other categories has increased. Note that these numbers do not reflect 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:

- Under the County's Human Rights Ordinance receives, investigates, and resolves complaints alleging discrimination in the areas of employment, housing, public accommodation, credit, education, and commercial real estate transactions.
- As the County's Equal Employment Opportunity (EEO) Office administers the County's reasonable accommodations program and provides comprehensive and continuous workforce training on EEO matters.
- Provides staff liaison support for four County Commissions: the Human Rights Commission, EEO Advisory Committee, the Commission on the Status of Women and the Disability Advisory Committee.
- Monitors the Affirmative Action Plan.

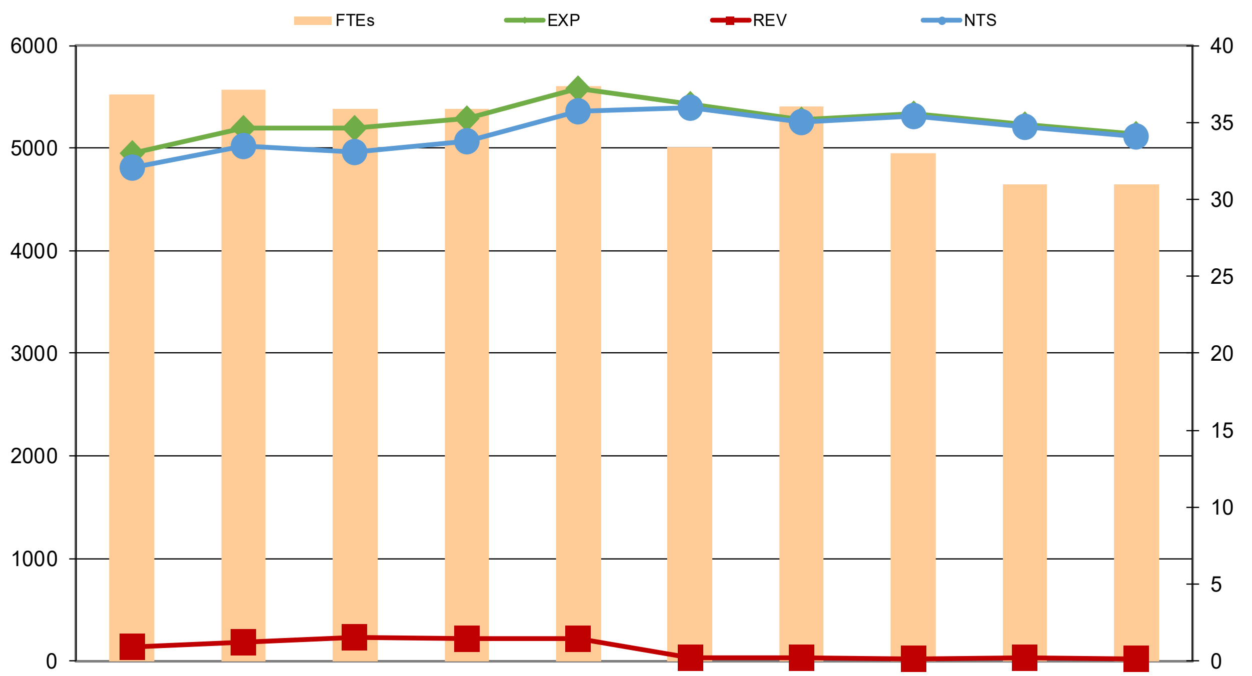
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Participants satisfied with Equal Employment Opportunity (EEO) training	97%	99%	100%	100%	99%	99%
Percent of cases investigated by the Arlington Office of Human Rights appealed by complainants under the Arlington Human Rights Ordinance	8%	4%	1%	1%	1%	1%
Percent of appeals upheld by the County's Human Rights Commission	100%	100%	100%	100%	100%	100%
Percent of voluntary settlements	18%	13%	19%	15%	15%	15%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Completed EEO (employment discrimination) investigations dual-filed per the County's workshare agreement with the U.S. Equal Employment Opportunity Commission	N/A	28	24	20	24	24
Completed Human Rights Investigations for discrimination in housing, education, credit, public accommodations, and land transactions under the County's Human Rights Ordinance	N/A	11	5	14	14	14
Employees/applicants granted reasonable accommodation requests	26	36	40	43	40	40
Completed EEO investigations for County applicants and employees (Internal Function and does not include total number of internal inquiries)	11	11	7	15	15	15
Number of ADA consultations provided by Office of Human Rights personnel to staff in County departments and agencies	34	69	70	45	60	60

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$5,199	$5,192	$5,287	$5,579	$5,426	$5,282	$5,335	$5,037	$5,134	$5,167
REV	$183	$227	$220	$216	$34	$32	$26	$23	$23	$23
NTS	$5,016	$4,965	$5,067	$5,363	$5,392	$5,250	$5,309	$5,014	$5,111	$5,144
FTEs	37.11	35.85	35.85	37.35	33.35	36.00	33.00	31.00	31.00	31.00

Fiscal Year	Description	FTEs
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. ▪ Transferred 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. ▪ Added fee revenue from Falls Church reimbursements for Community Corrections ($12,786), not previously budgeted.	0.26
FY 2014	▪ Transferred 0.5 FTE to the Department of Human Resources ($45,836) and eliminated 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). ▪ 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. ▪ *Technical adjustment to correct the County Manager's authorized FTE*	 0.50 *1.0*

Fiscal Year	Description	FTEs
	count to include a Deputy County Manager's position that was already funded in the FY 2016 budget.	
	▪ *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 a 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).	
	▪ *In FY 2017 Closeout, the County Board transferred the Joint Facilities Advisory Committee (JFAC) support position ($116,168, 1.0 FTE) to Community Planning Housing and Development (CPHD).*	*(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)
	▪ 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 biannual 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)

Fiscal Year	Description	FTEs
	▪ 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.	
FY 2021	▪ Accounting adjustment for Freedom of Information Act (FOIA) reimbursements ($514).	
	▪ Anticipated decrease in the Equal Employment Opportunity (EEO) grant ($8,300).	

DEPARTMENT OF MANAGEMENT AND FINANCE

Maria Meredith, Director

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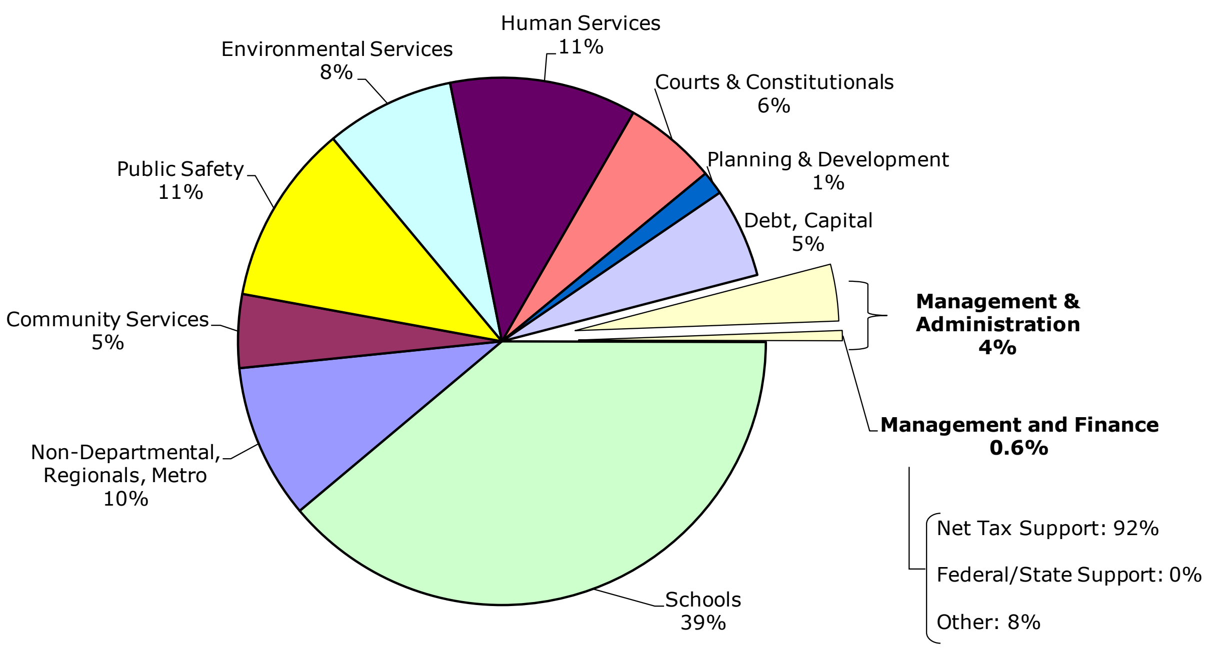
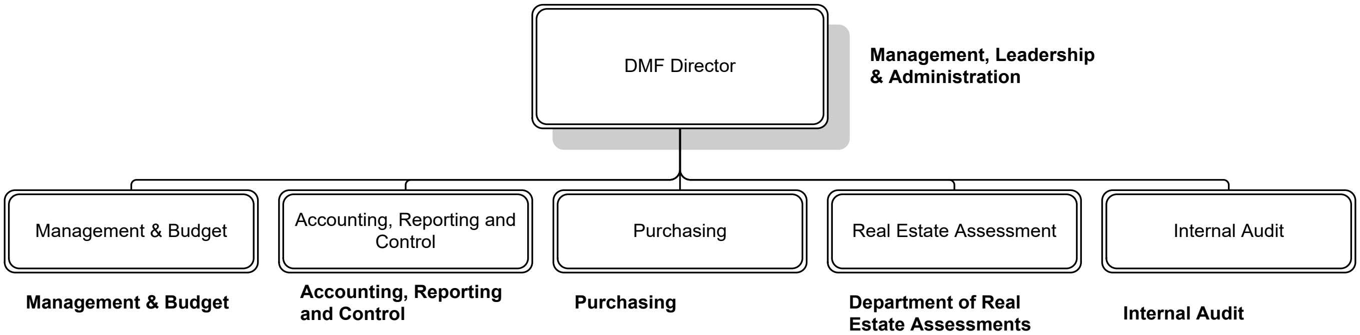
Our Mission: To ensure the prudent use of County resources

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Department of Management and Finance is $8,514,168, a one percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ■ Personnel changes due to the reductions itemized below, offset by increasing salaries and benefits due to staff turnover.
- ↓ Non-personnel decreases due to the reduction itemized below and adjustments to the annual expense for maintenance and replacement of County vehicles ($3,375), partially offset by additional funding added for an annual e-Procurement software license to the Purchasing line of business ($12,786).
- ↓ Fee revenues decrease due to Signature Theatre revenue based on the impact of current COVID-19 conditions into FY 2022 ($74,000).
- ↓ Transfers from other funds decreases due to administrative fees to the Business Improvement Districts for the County-wide administrative support ($2,233).

FY 2022 Proposed Budget Reductions

DMF Internal Audit

↓ Temporary hiring freeze of a portion of a Senior Staff Financial Analyst position ($89,957, 0.5 FTE)

IMPACT: This reduces the Internal Audit function from 1.5 to 1.0 FTE limiting the number of internal audits completed each year and slowing the timeframe of follow-up audits related to remediation actions. It also slows the ability to investigate hotline complaints. Reducing the audit coverage results in an increased likelihood of not remediating areas of risk.

DMF Internal Audit

↓ Reduction of contracted support ($68,500)

IMPACT: This reduction will reduce the number of internal audits conducted each year by three to four audits. Reducing the audit coverage may result in increased likelihood of not remediating areas of risk.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$7,560,878	$7,637,782	$7,641,485	-
Non-Personnel	946,583	931,772	872,683	-6%
Total Expenditures	8,507,461	8,569,554	8,514,168	-1%
Fees	315,789	339,000	265,000	-22%
Transfers From Other Funds	370,438	417,249	415,016	-1%
Total Revenues	686,227	756,249	680,016	-10%
Net Tax Support	$7,821,234	$7,813,305	$7,834,152	-
Permanent FTEs (Funded)	58.50	59.50	59.00	
Permanent FTEs (Frozen, Unfunded)	-	-	0.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	58.50	59.50	59.50	

Expenses by Lines of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Management and Budget	$2,690,480	$2,663,117	$2,710,537	2%	$673,016	$2,037,521
Accounting, Reporting & Control	1,448,736	1,403,823	1,376,041	-2%	7,000	1,369,041
Internal Audit	297,337	425,926	293,460	-31%	-	293,460
Purchasing	1,194,400	1,274,192	1,247,276	-2%	-	1,247,276
Real Estate Assessments	2,876,509	2,802,496	2,886,854	3%	-	2,886,854
Total	**$8,507,461**	**$8,569,554**	**$8,514,168**	**-1%**	**$680,016**	**$7,834,152**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Management and Budget	16.00	16.00	-	16.00
Accounting, Reporting & Control	9.00	9.00	-	9.00
Internal Audit	1.50	1.50	-	1.50
Purchasing	10.00	10.00	-	10.00
Real Estate Assessments	23.00	23.00	-	23.00
Total FTEs	**59.50**	**59.50**	**-**	**59.50**

PROGRAM MISSION

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

Management

- Provide the leadership, support, and tools necessary to build a solid fiscal foundation for the County government.
- Serve as the financial steward of the County by encouraging the most efficient and effective use of County funds.
- Provide financial, economic, and policy analysis and recommendations to County stakeholders.
- Provide debt management services including: coordinating the sale of County bonds, managing the County's 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes
Percent variance between actual tax revenue and third quarter projection	1.79%	0.53%	0.68%	N/A	1.00%	1.00%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Government Finance Officers Association (GFOA) Distinguished Budget Award received (yes/no)	Yes	Yes	Yes	Yes	Yes	Yes

- Variance between actual tax revenue and third quarter projections were not formally made in FY 2020 due to onset of the pandemic and its' impact to spring FY 2020 revenue collection and estimates.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Consolidated Annual Financial Plan (CAFR) received the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence"	Yes	Yes	Yes	Yes	Yes	Yes
CAFR received "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of audits completed	14	9	7	2	5	5

- In FY 2020, six audits were planned; however, two audits were delayed to FY 2021 due to COVID-19, and two were postponed to FY 2021 due to staffing.
- The FY 2021 estimate is based on the expected completion of five audits as reflected in the "FY 2021 Internal Audit Work Plan."

PROGRAM MISSION

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

- Procure goods and services at reasonable costs through fair and impartial purchasing actions, while allowing all qualified sellers access to County business.
- Assist in solicitation strategies and contract development.
- Participate in regional cooperative purchasing efforts to achieve cost reductions through volume buying.
- Dispose of surplus property and equipment.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of protests of purchasing actions upheld by a final authority (court)	0	0	0	0	0	0

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Emergency procurements processed	22	25	7	87	95	50
Formal bids and contracts processed	70	66	93	103	70	80
Informal bids and contracts processed	357	312	339	201	200	275
Sole source procurements processed	50	62	68	48	45	45

- Emergency Procurements: The County experienced a sizable increase in the number of emergency procurements in FY 2020 and FY 2021 due to the COVID-19 pandemic. Many of the goods and services needed for the pandemic response required expedited procurements and followed the established emergency procurement process. With the County's COVID response still ongoing, it is anticipated that some degree of this pattern will persist into FY 2022, but it is expected to gradually return to more normal levels by the end of the year.
- Formal Bids and Contract: Managing formal solicitations takes up the majority of staff time in the Purchasing Division. The volume of these solicitations has been gradually increasing in recent years and peaked in FY 2020. However, since the onset of the COVID pandemic in the spring of 2020 the number of formal solicitations has been artificially lower in FY 2021 as Departmental staff have been forced to prioritize their COVID-response efforts over scope

writing and proposal evaluation. In FY 2022, it is expected that the volume will be down from normal levels in the first half of the fiscal year but the County will begin to return to more normal levels later in the fiscal year. The COVID-related decreases are temporary in nature and only reflect a deferral of workload, so it is likely that there will be increased demand beyond FY 2022 as the County works to catch back up. Please note that the FY 2017 – FY 2019 Actuals have been restated here to only include formal RFPs and ITBs completed within their respective fiscal years.

- Informal Bids and Contracts: The County’s volume of informal solicitations has also been impacted by the COVID-19 pandemic, with a substantial decrease in both FY 2020 Actuals and FY 2021 Estimates. FY 2022 should see a gradual return back to normal, historical levels.
- Sole Source Procurements: A contract may be awarded without competitive bidding or competitive negotiations when the Purchasing Agent determines that only one source is practically available. In the interest of maximizing competitive procurements, the Purchasing Division has been actively working with Departments to reduce the overall number of sole source contracts awarded in recent years. These efforts are reflected in the FY 2020 Actuals and the FY 2021 and FY 2022 Estimates. Additionally, the FY 2018 Actual has been corrected to reflect full year totals rather than partial year.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

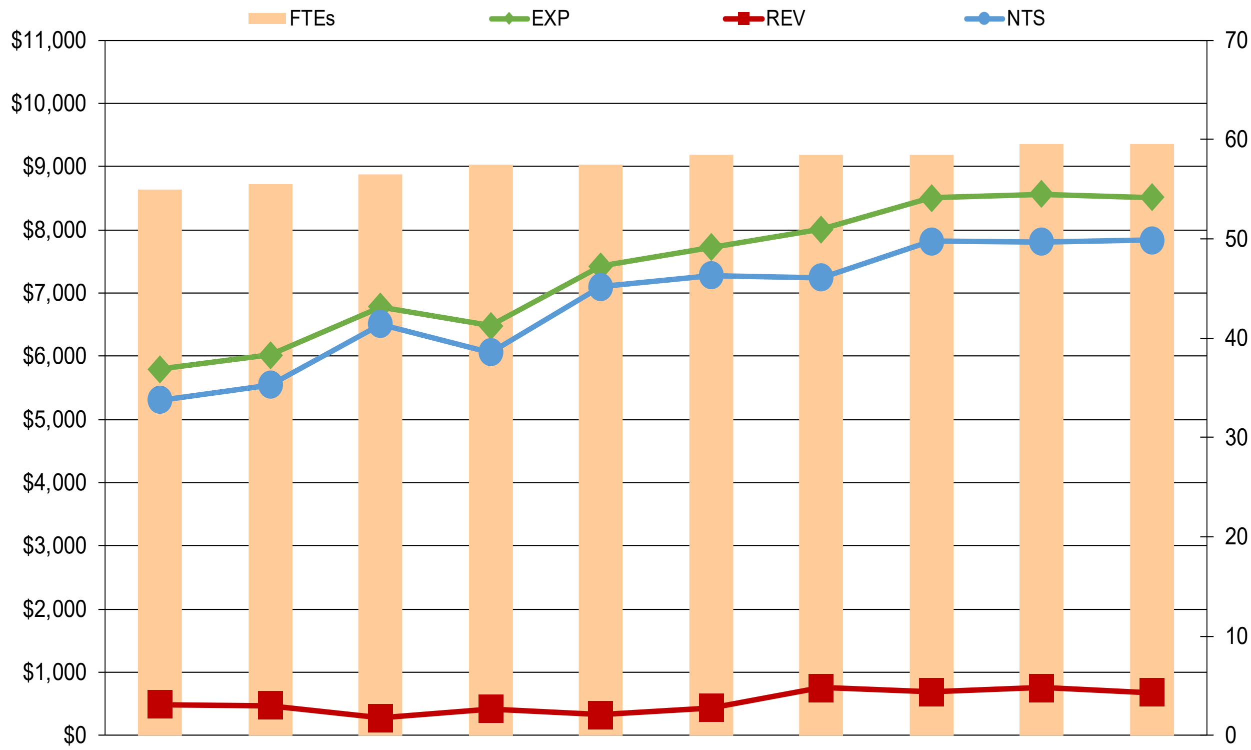
Critical Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Actual	CY 2021 Estimate	CY 2022 Estimate
Assessment/sale ratio	94%	94%	90%	94%	94%	94%
Coefficient of dispersion	0.07	0.08	0.07	0.08	0.08	0.08
Price related differential (PRD)	1	1	1	1	1	1

- 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.

Supporting Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Actual	CY 2021 Estimate	CY 2022 Estimate
Deeds and wills reviewed by Real Estate staff	5,512	5,675	5,351	5,604	5,300	5,300
Number of Board of Equalization (BOE) appeals	257	237	287	275	275	275
Number of parcels appraised	66,225	66,292	66,425	66,385	66,500	66,500
Number of parcels inspected	4,105	3,629	2,849	577	1,000	1,000
Number of parcels reviewed	515	614	462	506	506	506
Real property tax base (in billions)	$73.40	$75.00	$77.60	$81.10	$82.50	N/A

- 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.
- The decrease in number of parcels inspected in CY 2020 occurred with the onset of the COVID-19 pandemic and implementation of safety restrictions for staff and property owners. Inspections are expected to increase in CY 2021 and CY 2022 as vaccines increase and/or safety precautions are in place. The number of parcels inspected reflects "Physical Inspections" meaning an Appraiser was physically at the property. Instead of physical inspections during the pandemic, virtual inspections were conducted (not changing our physical inspection indicator) utilizing permits, plans, updated fly over & satellite imagery, MLS photos and including drive by inspections which enabled Real Estate staff to safely collect data and update records without physically measuring the property. The efficiencies gained in this process, increased the number of parcels inspected (virtually), the number of permits completed and supplemental assessments issued in CY 2020.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$5,797	$6,018	$6,781	$6,480	$7,428	$7,725	$8,005	$8,507	$8,569	$8,514
REV	$492	$474	$273	$419	$326	$443	$757	$686	$756	$680
NTS	$5,305	$5,544	$6,508	$6,061	$7,102	$7,282	$7,248	$7,821	$7,813	$7,834
FTEs	55.00	55.50	56.50	57.50	57.50	58.50	58.50	58.50	59.50	59.50

Fiscal Year	Description	FTEs
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.	
	▪ 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

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2021	▪ Added a Procurement Officer position in the Purchasing Division ($124,615).	1.0
	▪ Added non-personnel funding due to increases for the contractual maintenance and licensure of the budgeting software ($61,010) and the real estate mobile assessor software ($9,650).	
	▪ Increased fee revenue 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 increased due to administrative fees to the Business Improvement Districts for the County-wide administrative support ($43,268).	

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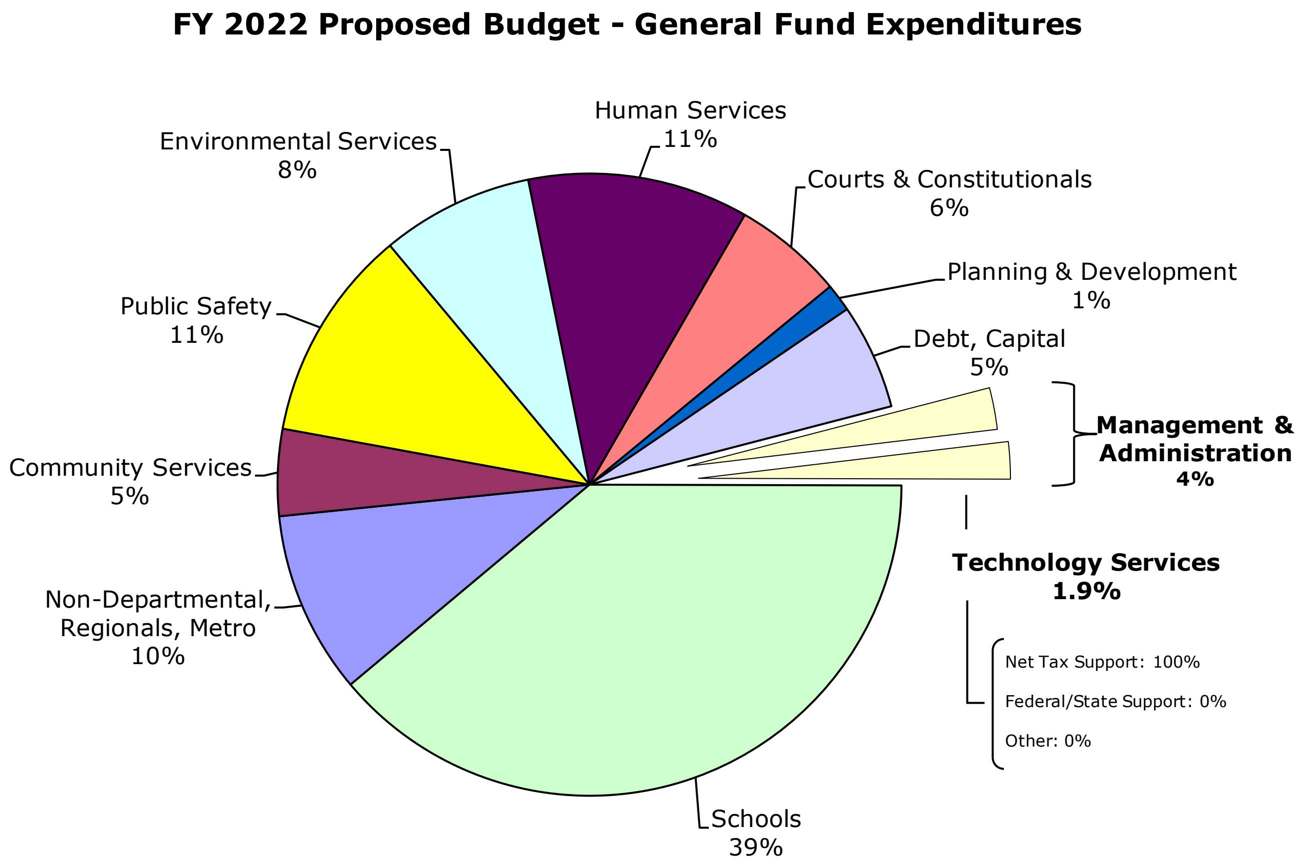
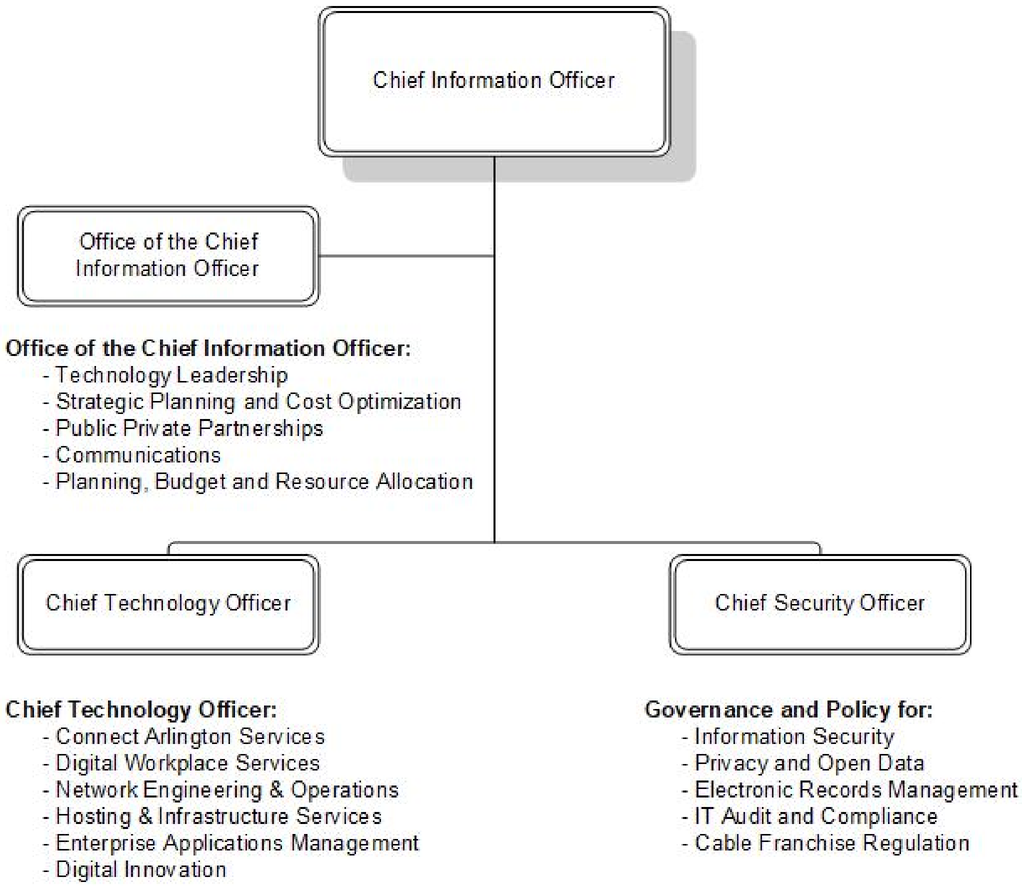
Our Mission: To provide technology resources for the County and set the vision for future technology investments



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Department of Technology Services is $26,338,193, a one percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- A number of reallocations between personnel and non-personnel budgets to re-align resources and reflect the reorganization of technology innovation and enterprise services teams. The budget re-alignment includes converting previously budgeted personnel funding to contractual services and budgeting for positions previously funded with various non-personnel funds to the Department's intern program.

↓ Personnel changes due primarily to the following adjustments below and the reductions listed on the following page.
  - Reallocation of eligible Network Management costs to the Public Education Grant ($566,636).
  - Conversion of existing un-budgeted overstrength and intern positions that provide critical support to the Department and core County-wide systems ($939,038, 11.0 FTEs).
  - Elimination and reallocation of four positions ($654,525, 4.0 FTEs) to non-personnel contractual services and removal of one limited-term FTE that was expected to serve as

the Project Manager for the Enterprise Resource Planning (ERP) system (PRISM) upgrade but has been filled with a contractor.

↑ Non-personnel increases primarily due to:

- Addition of one time-funding for contact tracing application to support the County-wide COVID response ($74,000), on-going funding for PRISM reporting financial tool ($40,000), electronic signature software ($46,116), website management software ($120,410), software licensing costs ($302,708), staff augmentation costs ($178,088), maintenance costs for the County's revenue and collection system ($58,000), Enterprise Resource Planning System ($34,000), data and cloud storage costs ($40,410), and ongoing support for the Arlington Free Clinic ($6,000).
- Increases are partially offset by the removal of FY 2021 one-time funds for Security contractor support ($234,000), funding for warranty extensions ($21,235), and the reductions listed below.

FY 2022 Proposed Budget Reductions

Enterprise Technology and Application Systems Line of Business

↓ Reduce IT support for the County's enterprise financial and human resource system (PRISM) by eliminating a Vacant Senior IT Analyst ($176,402, 1.0 FTE) and reducing IT contractor support ($240,000).

IMPACT: This reduction will decrease support for PRISM's Finance and Human Resource modules resulting in delays in enhancement and fixes as well as day to day support.

↓ Eliminate Electronic Records Management System (ERMS) Contractor ($100,000)

IMPACT: This reduction will result in reduced support to County staff using the BRASS system as well as other ERMS applications. The impact will be somewhat mitigated by the assignment of a Management Intern to provide ERMS support.

↓ Reduce Contractor Support for Network Management Services ($100,000)

IMPACT: The reduction will lead to longer response times to resolve network system outages and security events.

↓ Reduce Contractor Phone Support to Call Centers ($90,000)

IMPACT: Reducing the network and telephone support by 20 percent may lead to longer system down-time when call center abnormalities or outages occur.

Security Line of Business

↓ Eliminate a Vacant Cybersecurity Engineer ($146,000, 1.0 FTE)

IMPACT: The reduction will drop the number of cybersecurity engineers from three to two and will result in decreased support for overall monitoring of security systems including cybersecurity issues. The impact will be somewhat mitigated by the redistribution of some cybersecurity duties to existing management interns.

Multiple Lines of Business

↓ Reduce Training Budget ($20,000)

IMPACT: This reduces the department's training budget by 22 percent and may limit staffs' ability to adopt newer technologies such as Cloud migration.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$13,236,390	$14,645,231	$14,198,139	-3%
Non-Personnel	16,504,298	14,890,003	15,635,918	5%
Subtotal	29,740,688	29,535,234	29,834,057	1%
Intra County Charges	(3,578,117)	(3,495,864)	(3,495,864)	-
Total Expenditures	26,162,571	26,039,370	26,338,193	1%
Total Revenues	-	-	-	-
Net Tax Support	$26,162,571	$26,039,370	$26,338,193	1%
Permanent FTEs	80.00	85.00	89.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	80.00	85.00	89.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Office of the Chief Information Officer	$2,623,616	$1,742,367	$2,186,953	26%	-	$2,186,953
Enterprise Infrastructure and Applications Services	22,191,305	20,070,027	20,285,412	1%	-	$20,285,412
Security	1,347,650	4,226,976	3,865,828	-9%	-	$3,865,828
Total Expenditures	**$26,162,571**	**$26,039,370**	**$26,338,193**	**1%**	**$0**	**$26,338,193**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Office of the Chief Information Officer	7.00	11.00	-	11.00
Enterprise Infrastructure and Applications	69.00	68.00	-	68.00
Security	9.00	10.00	-	10.00
Total FTEs	**85.00**	**89.00**	**-**	**89.00**

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.

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 Arlington County Digital Strategy 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

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.

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Modernize: Information technology pipeline projects	20	25	26	36	43	50
Modernize: Number of digital equity sites	N/A	N/A	1	1	1	3
Modernize: Number of households served by digital equity	N/A	N/A	76	80	580	1,062
Modernize: Outdoor County wireless hotspots	N/A	N/A	N/A	6	20	21
Modernize: Published datasets	6	7	112	53	30	30

- 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.
- A digital equity site is a location, typically an affordable housing property, that provides high-speed broadband internet to low- and moderate-income families. The County's first digital equity site, Arlington Mill Residence, was brought online in 2019. For FY 2022, the goal is to increase the number of digital equity sites within the County. The process of evaluating potential sites is currently underway.
- The number of affordable units served by digital equity include the affordable housing property mentioned above as well as households that will be served by 123 Connect Me, a private Long Term Evolution (LTE) network providing students with direct access to Arlington Public Schools (APS) resources. The number of units served increases significantly in FY 2021 and FY 2022 thanks to a partnership between the County, Arlington Public Schools and Comcast to provide Comcast Internet Essentials service to low- and moderate- income residents. This endeavor is being funded through the CARES Act.
- The County has 19 outdoor wireless hotspots available with plans to complete one more in FY 2021. One additional new site is being considered for FY 2022.
- The decrease in published datasets is due to a reduction in staff resources.

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.

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

Enterprise Applications Management

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- 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.

PERFORMANCE MEASURES

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ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

Technology Support Center

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Sustain: Average days to resolve Helpdesk tickets	N/A	5.2	4.6	1.25	1.25	1.0
Sustain: Number of Managed Cellular Devices	2,897	2,763	2,790	2,595	2,750	2,750
Sustain: Percentage of Help Desk tickets entered through Customer Self Service portal	N/A	41%	49%	25%	35%	51%

- The help desk portal was replaced in FY 2020. The percentage of help desk tickets entered through the portal went down in FY 2020 as staff adjusted to using the new process. The percentage is expected to increase as DTS staff are expanding efforts to make County staff aware of and assist them with using the new process.
- In FY 2020, a review of the County's cellular device program was performed which led to lower, more competitive rates and a consolidation of existing devices resulting in an overall drop in the number of devices. The number of devices increased in FY 2021 to support staff working remotely and to facilitate new functions created in response to the pandemic such as contact tracing and new call centers.

Network Engineering and Operations

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Modernize: Wireless Access Points (WAP) Count	656	799	883	879	1,040	1,100
Modernize: APS Sites Supported	16	41	41	48	48	48
Modernize: Average Internet Bandwidth	250 MBPS	500 MBPS	10 GBPS	10 GBPS	10 GBPS	10 GBPS
Modernize: Number of County Servers Supported (virtual)	533	562	588	595	610	625

- 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 County supported servers has increased over time due to new application service offerings such as PermitArlington, Utilities and the ACE Revenue and Collection system refreshment. The County is in the process of migrating to cloud hosting and storage. This migration minimizes the growth in the number of virtual County servers in the near term and leads to a decrease in locally hosted servers in the long term as enterprise applications move to cloud hosted environments.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- The number of wireless access points has increased over time to facilitate the growth in County mobile devices. This trend is expected to continue.

Hosting and Infrastructure Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Modernize: Cloud Data Storage	25 TB	28 TB	92 TB	650 TB	350 TB	400 TB
Modernize: County-managed Data Storage	75 TB	90 TB	102 TB	120 TB	145 TB	160 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. The significant increase in FY 2020 is due to shifting to a new back-up system. During the shift, 12 months' worth of legacy data was stored initially as a precaution. The decrease in FY 2021 reflects the continued migration of County applications to cloud storage and the gradual removal of legacy data when it no longer needed. The amount of virtual storage is expected to increase slightly in FY 2022 as the County continues migrating additional applications to cloud storage. The storage amount is expected to level off once all applicable County applications are migrated to the cloud.

Enterprise Applications Management and Support

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Sustain: Number of taxpayers actively using the Customer Assessment and Payment Portal (CAPP) i.e. signed in at least once within 2 years	83,546	86,338	89,355	94,049	99,000	103,500
Sustain: Percent of tax base using the Customer Assessment Payment Portal	35%	35%	36%	37%	39%	41%

- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Modernize: Virtual Online Collaborations (Teams Meetings/Chat Messages)	N/A	N/A	N/A	N/A	7,000,000	7,000,000
Modernize: Number of public websites updated to the new service-oriented platform	N/A	N/A	N/A	1	50	52

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- The number of digital equity sites, number of affordable dwelling units served by digital equity, and published datasets have been moved to the Office of the Chief Information Officer Line of Business.
- The number of virtual online collaborations (Teams Meetings/Chat Messages) is a new measure added to better reflect the County's shift to remote work and virtual meetings due in large part to the pandemic. The numbers include all County collaborations such as internal and external meetings, chats, voice calls via Teams, County Board meetings and commission meetings. Actuals are not available through all of FY 2020, however, the number of collaborations in February 2020 before COVID was only 40,031. The number of interactions increased to 373,014 in March 2020 and currently averages around 600,000 collaborations per month.
- The number of public websites updated to the new service-oriented platform is a new measure. The number of public websites updates is expected to increase dramatically as part of a County-wide initiative to improve digital services by providing more customer service options online.

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

- Encourage incremental changes across the County to drive increased compliance with published policies and standards.
- Respond to internal and 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

PERFORMANCE MEASURES

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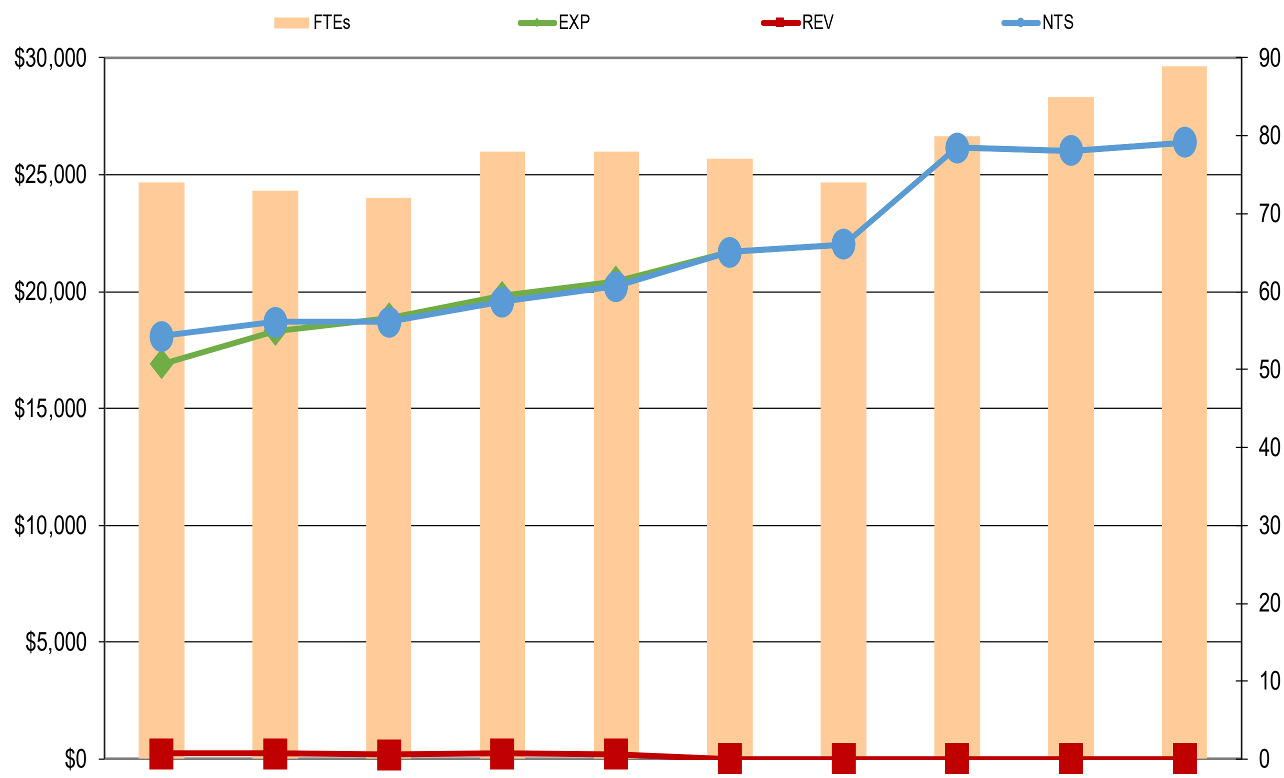
Information Security

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Sustain: Viruses and Malware Blocked	83,000	90,000	229,932	306,130	500,000	600,000
Sustain: Websites Blocked	145,000	155,000	511,600	986,836	1,200,000	1,350,000

- 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$16,908	$18,319	$18,876	$19,806	$20,459	$21,687	$22,029	$26,163	$26,039	$26,388
REV	$233	$239	$182	$247	$226	-	-	-	-	-
NTS	$18,080	$18,693	$18,694	$19,559	$20,234	$21,687	$22,029	$26,163	$26,039	$26,388
FTEs	74.00	73.00	72.00	78.00	78.00	77.00	74.00	80.00	85.00	89.00

Fiscal Year	Description	FTEs
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).	
	▪ Added a security engineer contractor ($244,400).	
	▪ *One position was transferred from the Printing Fund to create a Chief Records Management Officer.*	*1.0*
	▪ *One position was transferred from the Office of Emergency Management to create the Public Safety Technology Coordinator.*	*1.0*
FY 2014	▪ Increased software license and maintenance costs ($133,215).	
	▪ Increased network support costs related to the new Arlington Mill Community Center ($14,439).	
	▪ Eliminated the SharePoint Administrator position ($128,912).	(1.0)
	▪ Eliminated a Senior IT Analyst/Project Manager position ($166,050).	(1.0)
	▪ Eliminated the Electronic Records Management (ERMS) OnBase Technical lead position ($185,768).	(1.0)
	▪ Eliminated after hours support for the Help Desk ($25,000).	
	▪ Removal of FY 2013 one-time funding for electronic court records ($10,000).	
	▪ Decreased revenue due to the expiration of the cable franchise agreement with Comcast.	
	In FY 2014, the County entered an enterprise agreement with Microsoft 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ Transferred out the 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).	
	▪ Decreased 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).	
	▪ Transferred in existing non-departmental funds for the Litigation Hold program ($200,000), and the Open Data program ($192,000).	
	▪ 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)

Fiscal Year	Description	FTEs
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).	
	▪ Added one-time funds for a Technology Asset Management System ($250,000).	
	▪ Added one-time funds for a County website refresh ($100,000).	
	▪ Added 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).	
	▪ Added 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).	
FY 2021	▪ Converted an existing un-budgeted overstrength position to provide audio visual support to the Bozman County Government Center ($111,560).	1.0
	▪ Converted non-personnel funds to create three Network Administrator positions ($529,485) by utilizing non-personnel funding ($489,063) and additional funding ($40,422).	3.0
	▪ Added one limited term FTE to serve as the Project Manager for the Enterprise Resource Planning (ERP) system (PRISM) upgrade.	1.0
	▪ Removed FY 2020 one-time funds for the Technology Asset Management System ($250,000), County website refresh ($100,000), and migration from the County's Network Operations Center to a cloud platform ($32,500).	
	▪ Added funding for strategic security investments ($2,036,349).	
	▪ Added funding for software licensing costs ($180,175), maintenance costs for the County's revenue and collection system ($56,000), electronic document storage system ($25,000), and Enterprise Resource Planning System ($10,118), and 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).	
	▪ Added one-time funding for warranty extensions ($21,235).	

HUMAN RESOURCES DEPARTMENT

Marcy Foster, Director

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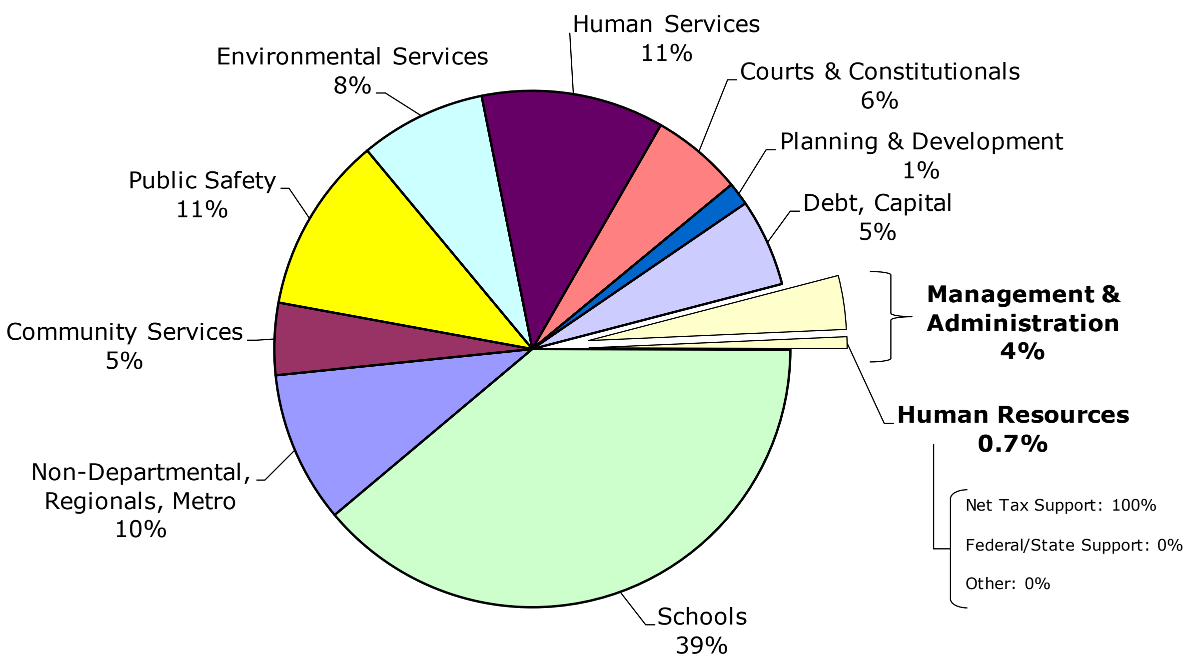
Our Mission: To provide leadership and expertise to attract, develop, and retain a high performing and diverse workforce

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

FY 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Human Resources Department is $9,994,057 a three percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ Personnel increases primarily due to the addition of a position to manage the Collective Bargaining compensation modeling ($150,000, 1.0 FTE), the transfer in of a Staff Human Resources/OD Specialist position from the Department of Public Safety Communications and Emergency Management (PSCEM) to provide HR strategic and administrative support to PSCEM managers and employees ($107,222, 1.0 FTE), and an increase to the work allocation of a Staff Admin/Management Specialist position in Benefits and Wellness (0.18 FTE), partially offset by the reductions itemized below, the elimination of a vacant Safety Specialist position previously funded by Arlington Public Schools (1.0 FTE), and lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reduction itemized below.
- ↑ Employee benefits and county-wide programs increase due to increases Live Where You Work grants ($155,000), employee online training ($89,000), and increased costs for service contracts ($7,579), partially offset by the reduction itemized below.

FY 2022 Proposed Budget Reductions

Office of the Director

↓ Freeze a vacant Assistant to the Director position who supports administrative duties in the Director's Office to include staff support for the Civil Service Commission and Human Resource Liaisons ($121,105, 1.0 FTE).

IMPACT: Freezing this position will require the workload to be redistributed to current HR staff.

↓ Reduce office equipment and office supplies for HR operations and programs ($38,336).

IMPACT: Continued telework and online services reduces the need for a variety of office equipment and office supplies.

Employee Benefits and County-Wide Programs

↓ Reduce funding for defensive driving classroom instruction, testing, and instructor certification ($26,666).

IMPACT: Classroom based training will be replaced with less expensive online training and testing through the Department of Motor Vehicle approved vendors. This budget reduction will not impact the number of staff who can take the training.

Classification and Compensation

↓ Reduce compensation for the Staff HR/OD Specialist supporting classification and compensation analysis of County-wide job classes and categories ($44,484).

IMPACT: The reduction requires filling the vacancy with a junior level analyst to continue supporting job classification and compensation.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$7,579,844	$7,348,827	$7,498,301	2%
Non-Personnel	554,065	457,441	419,105	-8%
Employee Benefits and County-wide Programs	1,452,463	1,851,738	2,076,651	12%
Total Expenditures	9,586,373	9,658,006	9,994,057	3%
Total Revenues	-	-	-	-
Net Tax Support	$9,586,373	$9,658,006	$9,994,057	3%
Permanent FTEs (Funded)	53.00	53.00	53.18	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	53.00	54.18	

Expenses by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22
Office of the Director	$2,529,764	$2,084,163	$1,921,890	-8%
Risk Management	620,324	474,862	465,812	-2%
Employee Management Relations	280,964	272,274	282,449	4%
Employee Benefits and County-wide Programs	1,452,463	1,851,738	2,076,651	12%
Training and Organizational Development	599,167	817,156	830,010	2%
Compensation & Recruitment	2,609,857	2,425,987	2,247,963	-7%
Benefits and Wellness Services	1,493,832	1,731,826	2,169,282	25%
Total Expenditures	**$9,586,373**	**$9,658,006**	**$9,994,057**	**3%**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Office of the Director	11.80	11.80	-	11.80
Risk Management	4.00	3.00	-	3.00
Employee Management Relations	2.00	2.00	-	2.00
Employee Benefits and County-wide Programs	-	-	-	-
Training and Organizational Development	6.00	6.00	-	6.00
Staffing and Compensation	16.58	15.58	-	15.58
Benefits and Wellness Services	12.63	15.80	-	15.80
Total FTEs	**53.00**	**54.18**	**-**	**54.18**

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
County employee turnover rate	9%	11%	10%	12%	7%	10%
Percent of employees retained one year after hire	80%	82%	86%	88%	86%	85%

Reception and Administrative Support Services

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of Management and Finance contacts	42%	40%	40%	36%	36%	35%
Percent of Technology Services contacts	6%	8%	7%	24%	29%	25%
Percent of Human Resources contacts	52%	52%	53%	40%	35%	40%
Abandon call rate (percent of customers that hang up while on hold)	2%	3%	2%	4%	2%	2%
Total number of contacts (calls, walk-ins, e-mails)	62,180	62,859	67,766	49,500	55,000	60,000

- FY 2021 estimates for the total number of contacts reflect a slow return to pre COVID-19 levels but also a new normal provided by online services.
- Department of Management and Finance related calls and walk-ins decreased in FY 2020 due to implementation of a new electronic bidding system in April 2020.

- Department of Technology Services related contacts increased in FY 2020 due to the department's partnering with various stakeholders to ensure digital equity. These include internet and broadband connection requests for county government employees, Arlington County Public School students, and the community. This continues to be a high area of interest which only intensified in response to COVID-19.
- The abandon call rate for FY 2020 increased due to the transition of customer service support and technology required for staff to work from home as a result of COVID-19. This required the quick turnaround for distribution of laptops and setting up software for remote call-taking as well as training and trouble-shooting connection issues.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of lost time accidents per 100 FTEs	1.6	1.6	1.5	1.4	1.8	1.4
Number of reportable OSHA accidents per 100 FTEs	4.4	4.7	4.4	4.4	4.7	4.4

- Workers' Compensation claims are evaluated each year to determine if they will become lost time accidents. 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.
- FY 2021 estimates are based on the estimated number of reported Covid-19 cases that are preliminarily classified as work-related incidents. Once a final determination is made, the measures will be updated accordingly.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of trainings provided for National Safety Council (NSC) 8-Hour Defensive Driving Course	11	10	7	2	N/A	N/A
Employee attendance at 8-Hour defensive driving course	134	100	88	15	30	30
Number of General Liability and Auto Liability claims handled	300	388	378	335	214	340

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Safety & Health Classroom and Online Training Courses (excluding NSC courses)	51	82	70	41	60	60
Employee Attendance at Safety and Health Classroom and Online Trainings	1,964	1,921	2,120	3,838	2,000	2,000
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%	86%	75%	80%	88%

- In FY 2020, the number defensive driving classes decreased due to the Covid-19 pandemic and a delayed approval of the National Safety Council's 10th course edition by the Virginia Department of Motor Vehicles.
- Beginning in FY 2021, the 8-hour in person defensive driving course will be replaced with an online course registration provided by authorized vendors partnering with the Virginia Division of Motor Vehicles.
- In FY 2018 and FY 2020, General Liability and Auto Liability claims increased as a result of the May 2018 and July 2019 floods. While claims increased early in FY 2020, that increase was offset by a slowdown later in the year due to Covid-19. The effects of the pandemic have continued into FY 2021, which temporarily shuttered many programs and services and shifted more employees towards telework. A gradual return to normal is assumed in the FY 2022 estimate.
- FY 2020 was an exceptional safety and health training year – recording 2,271 employee online safety course registrations and 1,210 employee attendance in the 2019 October "Safety Week" program events. In FY 2021, Covid-19 limited the planning efforts of "Safety Week" resulting in lower attendance.
- In FY 2020, the reduction in claims reported within 3 days or less is primarily due to the Covid-19 claims which took longer to report.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Personnel actions processed	140	138	153	121	139	122
Grievances filed	6	5	4	3	3	3
Training sessions conducted	40	42	48	39	31	40

- The personnel actions processed is expected to increase in FY 2021 due to the COVID-19 work environment and current events.
- In FY 2020 and FY 2021, the number of training sessions conducted are lower due to reduced in-person based training during COVID-19. The FY 2022 estimate reflects a gradual increase in training via virtual and online training sessions.

EMPLOYEE BENEFITS AND COUNTY-WIDE PROGRAMS

PROGRAM MISSION

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

- Death Benefits: This program pays one week's salary to the estate of permanent employees who die while employed by Arlington County.
- Unemployment Compensation: This program provides payments to terminated employees under certain circumstances as required by state law.
- Employee Assistance: This program provides confidential consultative and intervention assistance to support management and employees seeking to resolve personal problems that may interfere with productivity.
- 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 $2,200 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.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Death Benefits	3,319	5,000	5,000	-
Unemployment Compensation	95,313	135,000	135,000	-
Contracted Services	496,944	574,444	574,444	-
Adoption Assistance	5,000	50,000	50,000	-
Employee Development	131,534	179,359	268,359	50%
Recognition Programs	23,575	13,000	13,000	-
Tuition Reimbursement	301,015	325,500	325,500	-
Live Where You Work Grants	79,067	155,012	310,012	100%
Safety	6,569	57,500	30,834	-46%
Short-Term Disability	176,482	145,000	145,000	-
Consultants	16,000	56,329	56,329	-
Unclassifed Services	21,078	25,594	25,594	-
Recruiting and Outreach	96,567	130,000	137,579	6%
Total Expenditures	**$ 1,452,463**	**$ 1,851,738**	**$ 2,076,651**	**2%**

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average development investment per employee	$108	$136	$138	$142	$140	$140

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of employees utilizing Training and Organizational Development resources, both classroom and online (e.g. team building, coaching, training, development, etc.)	1,773	3,845	3,107	3,160	3,300	3,400

- In FY 2018, number of employees utilizing Training and Organizational Development resources increased 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 including Ethics in Arlington County, Diversity & Inclusion, and CARES and the Customer Experience.
- In FY 2019, the number of employees utilizing Training and Organizational Development Resources 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 2021 and FY 2022.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Compensation

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of days to classify job (from receipt of request to allocation memo)	20	21	26	28	28	28
Percent of classification actions completed within 60 days	98%	96%	98%	95%	98%	98%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Individual positions classified	177	182	190	164	170	170

- In FY 2020, FY 2021, and FY 2022, a focus on completing the Job Family Study Compensation Maintenance plan will result in less resources for individual position classifications.

Recruitment

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average time to fill a job (days from receipt of request to hire date)	89	89	95	93	92	91
Female applicants as a percent of total applicants	51%	53%	55%	55%	55%	55%
Minority applicants as a percent of total applicants	68%	69%	69%	69%	69%	69%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Applications processed (includes temps)	44,385	38,976	34,610	33,868	32,850	31,870
Percent of recruitment actions certified within 14 days of closing	77%	93%	91%	95%	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 2020 is attributed to the hiring slowdown in March 2020. It is expected that the hiring slowdown will continue to impact the number of applications received and processed for the near term.
- Resources were prioritized in FY 2018 to improve the number of recruitments certified within 14 days of closing.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Benefits and Wellness Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of employees participating in elective retirement programs	93%	95%	94%	94%	95%	95%
Percent of employees using flexible spending program	32%	33%	33%	31%	33%	33%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Abandoned call rate (percent of customers that hang up while on hold)	3%	4%	4%	3%	4%	4%
Number of contacts via traditional methods (calls, walk-ins, emails, group meetings)	14,619	15,215	14,562	10,432	11,000	12,000
Number of contacts via Virtual Benefits Assistant (JellyVision product Alex)	N/A	N/A	1,340	2,546	2,400	2,400

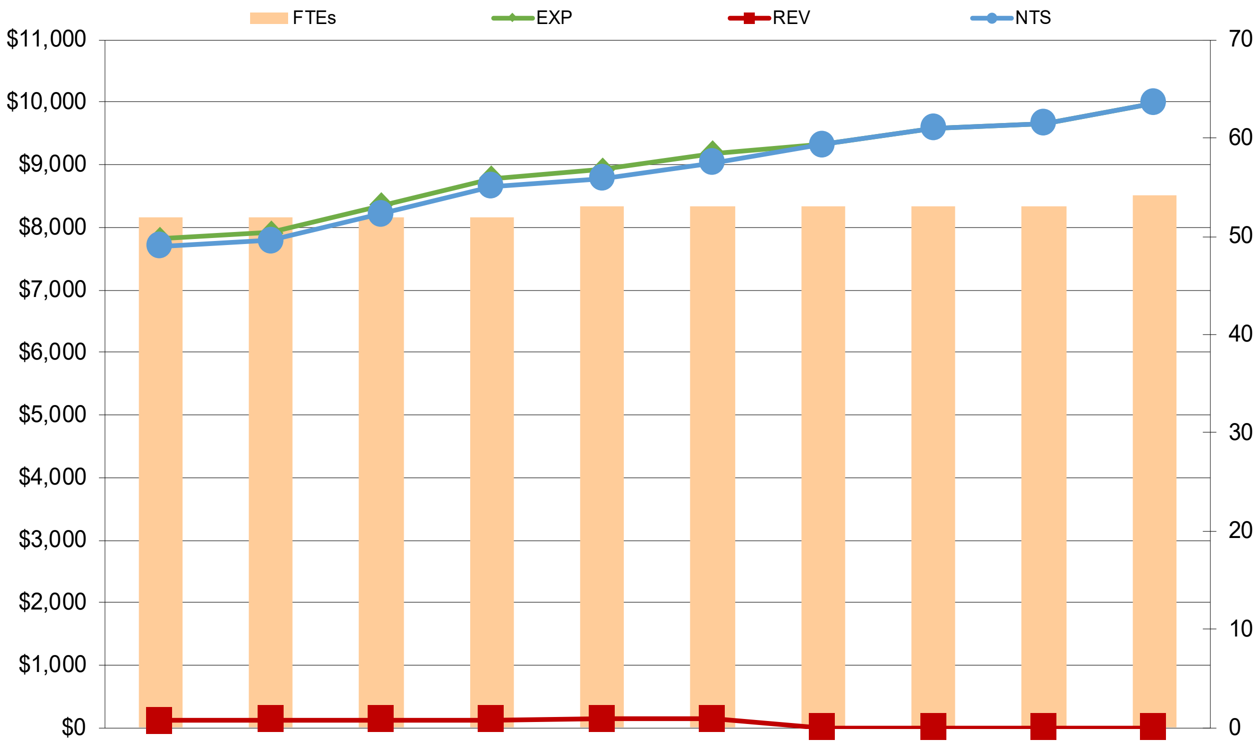
- The number of contacts via traditional methods decreased in FY 2019 due to the implementation of a Virtual Benefits Assistant (ALEX). This interactive software system assists employees in making decisions about their benefits. FY 2020 was the first year ALEX was used for Open Enrollment. For FY 2021, ALEX will be expanded to include information on consumer driven health plans, health savings accounts, healthcare consumerism videos, and health plan educational videos. The further decrease in FY 2020 of contacts was also due to the COVID-19 pandemic resulting in temporary reduced hours to the public.

HealthSmart Program

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of employees who completed Health Risk Assessments and Biometric Screenings	24%	22%	20%	16%	18%	20%
Number of visits to HealthSmart Wellness Clinic	1,686	1,749	2,135	1,541	1,800	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 up to eight hours of vacation leave.
- FY 2019 was the first year the HealthSmart wellness clinic was open four days per week, driving an increase in the number of visits. FY 2020 saw a drop-in clinic visits due to the COVID-19 pandemic and most staff working remotely.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$7,818	$7,909	$8,354	$8,784	$8,919	$9,185	$9,324	$9,586	$9,658	$9,994
REV	$116	$123	$132	$132	$138	$144	-	-	-	-
NTS	$7,702	$7,786	$8,222	$8,652	$8,781	$9,041	$9,324	$9,586	$9,658	$9,994
FTEs	52.00	52.00	52.00	52.00	53.00	53.00	53.00	53.00	53.00	54.18

Fiscal Year	Description	FTEs
FY 2013	▪ Personnel budget reflects the addition of a diversity outreach position ($115,000).	1.0
	▪ The revenue decrease reflects the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools ($3,162).	
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.	0.5
	▪ Eliminated 0.5 FTE ($61,817) from the Staffing Section of the Talent Management Division.	(0.5)
	▪ 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).	
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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2021	▪ Pension Gold contractual costs were reallocated from the Human Resources Department to the Retirement Board ($120,365). ▪ Employee benefits and county-wide programs contracted services increased ($33,472).	

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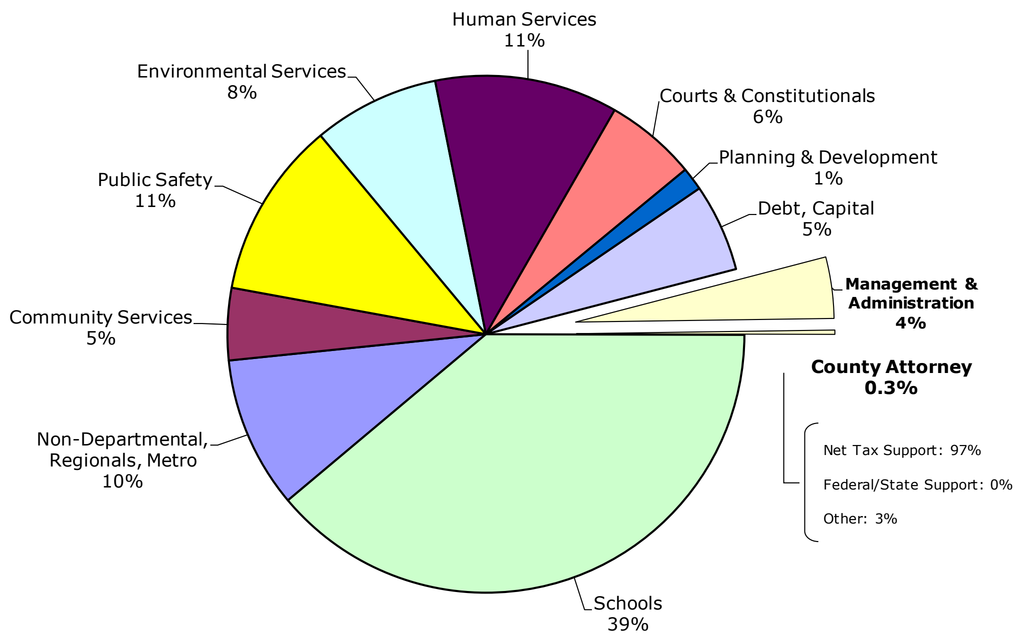
Our Mission: To ensure that all County transactions are conducted in a legal and ethical manner

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 2022 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS

County Attorney

Office of the County Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Office of the County Attorney is $3,642,495 a 12 percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ Personnel increases due to the addition of staffing to manage Freedom of Information Act (FOIA) requests and for implementation of the body worn camera program including a County Attorney II ($150,000, 1.0 FTE) and a management analyst position to serve as the FOIA Officer to manage the Freedom of Information Act (FOIA) ($90,000, 1.0 FTE) as well as adjustments to salaries resulting from job studies for attorneys and legal administrative staff positions, partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the reductions itemized below, partially offset by additional funding added for the County Attorney’s collective bargaining outside legal services ($50,000).
- ↑ Intra-county charges increase due to County Attorney’s Office salary increases referenced above being partially charged to the CPHD Development Fund ($6,000).

FY 2022 Proposed Budget Reductions

Consultant Services

- ↓ The County Attorney’s Office utilizes the services of outside consultants in support of litigation and other legal matters requiring specialized expertise or knowledge of areas of law ($100,000).

  IMPACT: The reduction will reduce consultant funds from $231,972 to $131,972, impacting the County Attorney’s ability to hire specialized consultants without seeking the use of alternative County funding.

Reduction of Materials

- ↓ Materials funding is used to maintain updated legal reference materials including Virginia Code sets, legal treatises, and fees associated with County Attorney staff access to an online legal research engine ($6,000).

  IMPACT: The reduction will reduce materials funds from $23,395 to $17,395. The County Attorney’s Office staff will utilize two complete sets of Virginia Code volumes available in the office and the online version of the Virginia Code.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$2,921,064	$3,005,691	$3,445,686	15%
Non-Personnel	193,698	341,809	285,809	-16%
Subtotal	3,114,762	3,347,500	3,731,495	11%
Intra County Charges	(89,070)	(83,000)	(89,000)	7%
Total Expenditures	3,025,692	3,264,500	3,642,495	12%
Fees	105,000	105,000	105,000	-
Total Revenues	105,000	105,000	105,000	-
Net Tax Support	$2,920,692	$3,159,500	$3,537,495	12%
Permanent FTEs	16.00	16.00	18.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	16.00	16.00	18.00	

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.

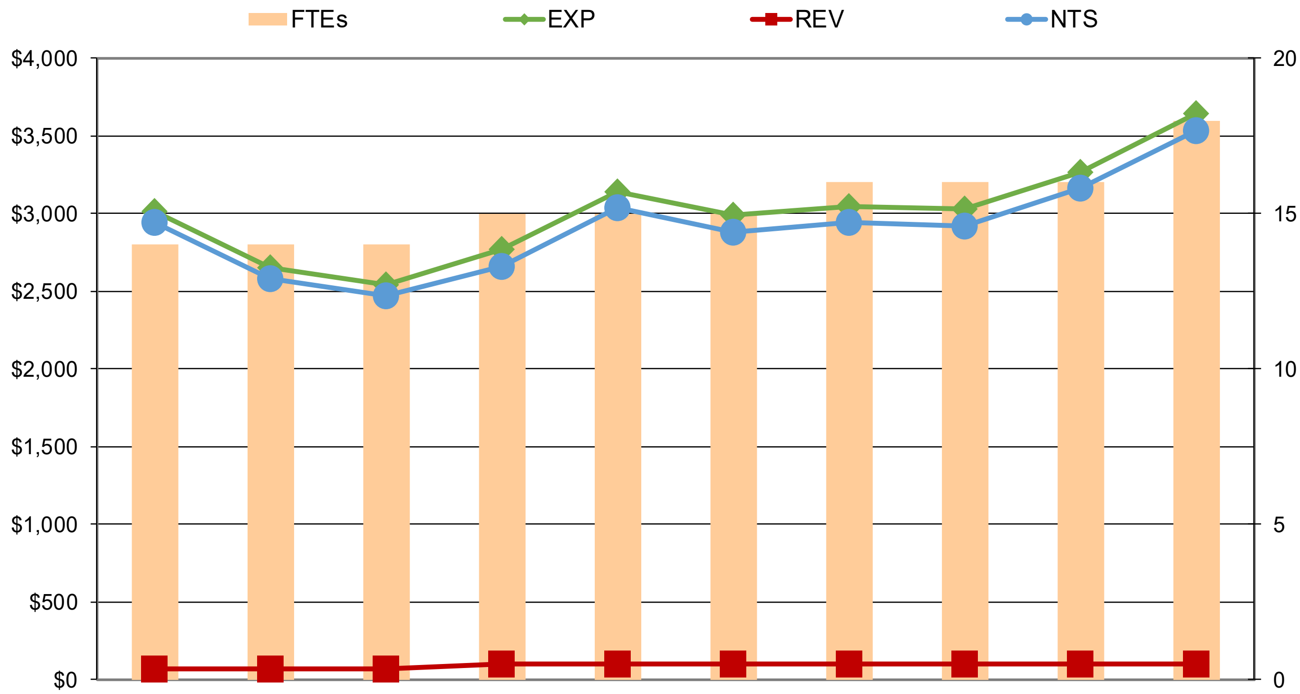
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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	99%	99%	99%	99%	99%	99%
Number of new matters opened each fiscal year excluding FOIA request and review	891	724	599	579	650	650
Number of FOIA matters reviewed by the County Attorney Office each fiscal year	677	855	1,009	1,060	1,000	1,000
Number of Board Reports reviewed by the County Attorney Office each fiscal year	506	523	479	511	500	500

- The number of new matters opened each fiscal year for FY 2019 does not capture all matters opened due to the Office's transition to a new case assignment system.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$3,016	$2,653	$2,542	$2,767	$3,142	$2,989	$3,045	$3,026	$3,265	$3,642
REV	$70	$70	$70	$105	$105	$105	$105	$105	$105	$105
NTS	$2,946	$2,583	$2,472	$2,662	$3,037	$2,884	$2,940	$2,921	$3,160	$3,537
FTEs	14.00	14.00	14.00	15.00	15.00	15.00	16.00	16.00	16.00	18.00

Fiscal Year	Description	FTEs
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).	
FY 2021	▪ Non-personnel increases due to a software maintenance cost increase and training and education requirements for County Attorney staff ($16,000).	

CIRCUIT COURT

William T. Newman, Jr.

1425 N. COURTHOUSE RD.,SUITE 12-100, ARLINGTON, VA 22201

703-228-7000

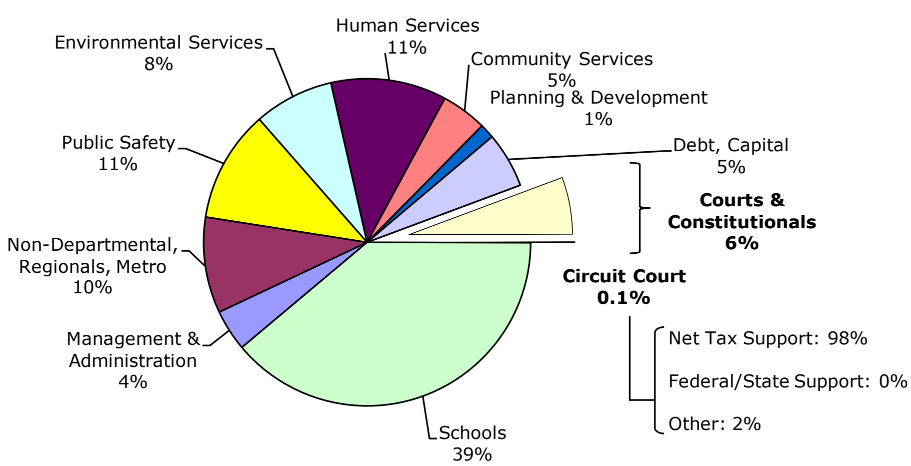
Our Mission: To Provide an Independent, Accessible, Responsive Forum for Just Resolution of Disputes in Order to Preserve the Rule of Law and to Protect All Rights and Liberties Guaranteed by the United States and Virginia Constitutions.

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.

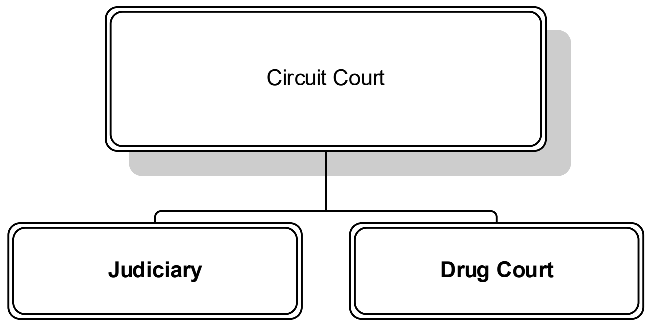
For criminal cases, the Circuit Court has original jurisdiction over all felonies and misdemeanors originally charged in Circuit Court, plus all misdemeanor cases, criminal bond motions, and traffic cases previously adjudicated by the General District Court but appealed to the Circuit Court. Additionally, 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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Circuit Court is $1,265,345, a one percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- There were no significant changes in personnel.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($333).
- ↓ Fee revenue decreases due to lower projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior year payments with expenditures ($2,597).

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$1,120,932	$1,168,539	$1,181,033	1%
Non-Personnel	68,200	84,645	84,312	-
Total Expenditures	1,189,132	1,253,184	1,265,345	1%
Fees	52,255	47,305	44,708	-5%
Grants	16,221	-	-	-
Total Revenues	68,476	47,305	44,708	-5%
Net Tax Support	$1,120,656	$1,205,879	$1,220,637	1%
Permanent FTEs	11.00	10.00	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	11.30	10.30	10.30	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Judiciary	$739,843	$853,340	$866,587	2%	$42,208	$824,379
Drug Court	449,288	399,844	398,758	-	2,500	396258.00
Total Expenditures	**$1,189,132**	**$1,253,184**	**$1,265,345**	**1%**	**$44,708**	**$1,220,637**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Judiciary	8.30	8.30	-	8.30
Drug Court	2.00	2.00	-	2.00
Total FTEs	**10.30**	**10.30**	**-**	**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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Judiciary

Critical Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Actual	CY 2021 Estimate
Misdemeanor cases concluded within 180 days (percent)	98%	98%	64%	56%	70%
Felony cases concluded within 365 days (percent)	98%	98%	81%	71%	75%
Domestic relations/divorce cases concluded within 365 days (percent)	N/A	N/A	N/A	91%	95%
Civil equity and other domestic relations cases concluded within 365 days (percent)	N/A	N/A	N/A	92%	95%
Civil law cases concluded within 365 days (percent)	N/A	N/A	N/A	72%	75%

- Performance measures for the Circuit Court are reported per calendar year based on caseload statistical reporting guidelines set forth by the Commonwealth of Virginia.
- In CY 2020, Circuit Court Chambers began using new critical measures. Prior year totals for new measures are not available. 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 the Court achieving the distinction of a top court in Virginia.

Drug Court

- **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 recidivism.

Critical Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Actual	CY 2021 Estimate
Retention rate	77%	80%	88.5%	95.6%	82%
In-Program recidivism rate	0%	8.3%	0%	0.04%	2%
Sobriety - Percent positive drug tests	5%	12%	4%	5.4%	3%
Post-exit recidivism rate	5%	20%	10%	0%	2%
Average length of time in program for graduates	20 months	21 months	31 months	28.5 months	27 months
Average length of time in program for terminated participants	6 months	6 months	20 months	18.4 months	9 months

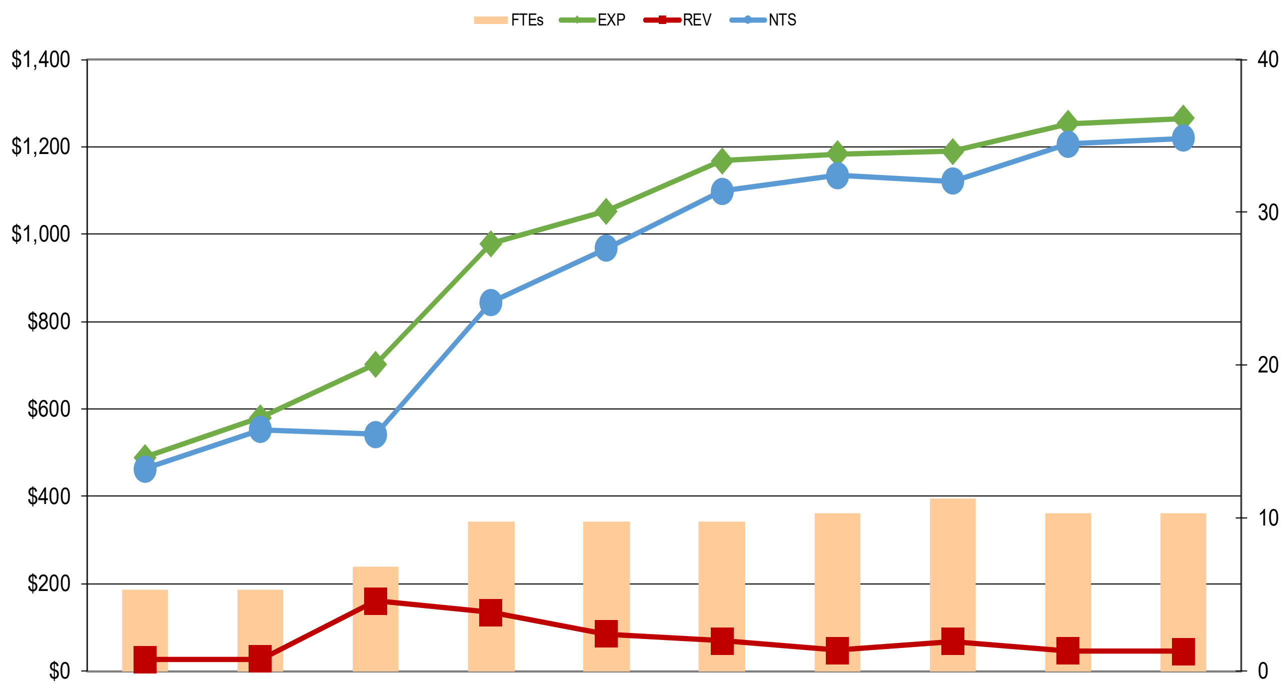
- Reductions in positive screens can be attributed to a more standardized random testing procedure. This procedure represents best practice and supports participants in their sobriety by holding them accountable.
- In FY 2017 the program went to a five-phase structure designed to better reintegrate participants to the community and lessen supervision more gradually over time. Also, 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 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Actual	CY 2021 Estimate
Community service hours performed	1,104	902	3,489	1,182	2,500
Fees and fines collected	$7,907	$2,250	$2,155	$2,750	$2,500
Participants employed while participating in program (percent)	95%	98%	87%	77%	90%
Days between arrest and/or probation violation and admission	20	21	20	22	20
Days between admission and treatment entry	5	5	5	5	5
Number of jail days used as sanctions	104	84	84	38	80

- Increased community service hours in 2019 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.
- In CY 2020, a significant number of program participants were laid off from their jobs in the hospitality industry due to the impact of COVID-19. Due to COVID-19 concerns, the program suspended the use of incarceration as a sanction for a portion of CY 2020.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$489	$580	$703	$978	$1,053	$1,168	$1,183	$1,189	$1,253	$1,265
REV	$26	$27	$161	$134	$85	$69	$48	$68	$47	$45
NTS	$463	$553	$542	$844	$968	$1,099	$1,135	$1,121	$1,206	$1,220
FTEs	5.30	5.30	6.80	9.80	9.80	9.80	10.30	11.30	10.30	10.30

Fiscal Year	Description	FTEs
FY 2013	▪ The County Board added funding for replacement of the land record system ($450,000 one-time funding, $70,000 ongoing funding), partially offset with $70,000 in anticipated new fee revenue.	
	▪ The County Board added funding for an electronic court records system ($326,000 one-time funding, $95,000 ongoing funding), partially offset with $40,000 in anticipated new fee revenue.	
	▪ The County Board added one-time funding for a Jury Coordinator position ($79,000 one-time funding).	1.0
	▪ A limited term position was eliminated.	(1.0)
	▪ Falls Church revenue decreased ($13,068).	
	▪ Decreases are included for State Compensation Board reimbursements ($4,900) and Technology Trust Fund grant funding ($6,000).	
FY 2014	▪ The County Board added ongoing funding for a Jury Coordinator / Information Clerk position ($80,378).	1.0
	▪ Eliminated FY 2013 one-time funding for a Jury Coordinator / Information Clerk position ($79,000).	(1.0)
	▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic court records system ($326,000).	
	▪ Fee revenue decreased for the land records ($70,000).	
	▪ Fee revenues increased for reimbursement to the locality of excess copy fees ($14,000) and interest on criminal fees ($3,000).	
	▪ Fee revenues increased for Falls Church reimbursements ($4,131).	
	▪ Grant revenues increased for State Compensation Board reimbursements ($66,460).	
	▪ Reduced contractual maintenance for microfilm equipment ($8,960).	
	▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchase ($15,104).	
FY 2015	▪ The County Board added funding for a part-time Administrative Assistant ($21,752).	0.5
	▪ The County Board added one-time funding for travel and training supplies ($17,500).	
	▪ Added a limited term grant funded Drug Court Coordinator ($89,495) funded by a Bureau of Justice Assistance Grant.	1.0
	▪ Added funding ($22,907) for operating supplies and miscellaneous costs funded by the Bureau of Justice Assistance grant.	
	▪ Fall Church revenue increased ($1,626).	
	▪ Grant revenue increased due to a Bureau of Justice Assistance grant ($112,402).	

Fiscal Year	Description	FTEs
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).	
	▪ 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

Fiscal Year	Description	FTEs
	▪ 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)*
FY 2021	▪ Removal of one-time funding for operating equipment for the addition of a fourth judge in FY 2020 ($4,000).	
	▪ 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).	

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.

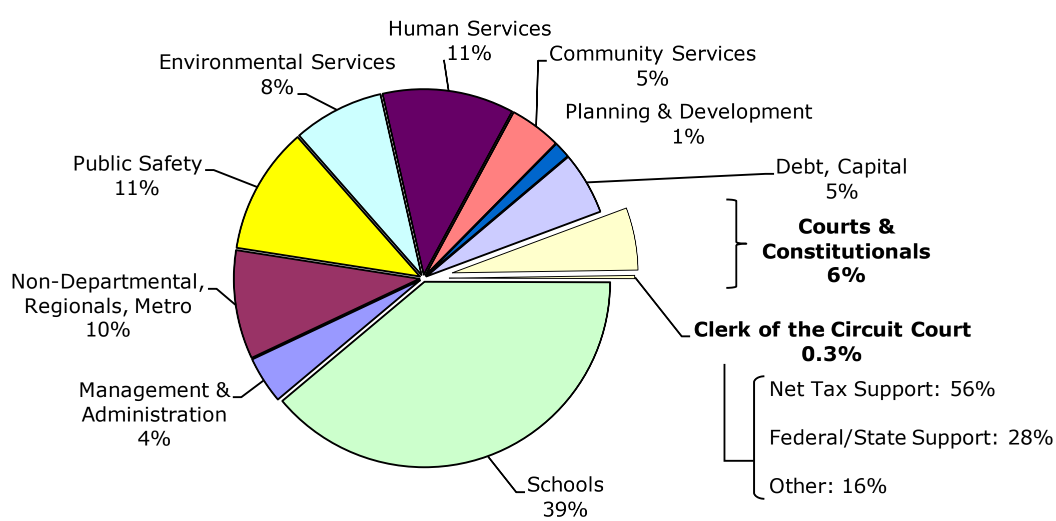
The Clerk of the Circuit Court (the Clerk) is an elected constitutional office in each county and large city in Virginia. The Clerk of Court handles a variety of functions necessary for the efficient administration of justice in the Circuit Court for Arlington County and the City of Falls Church.

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.

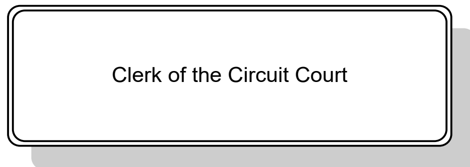
The Land Records Division of the Clerk's Office is responsible for recording and maintaining deeds, judgments, and other documents affecting title to real property located in Arlington County and the City of Falls Church. In addition, the Land Records Division assesses and collects required recordation 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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Circuit Court Clerk's Office

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Clerk of the Circuit Court is $3,775,880, an eight percent increase from the FY 2021 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to the addition of a Technical Support Specialist to assist with the Body Worn Camera program in the Police Department ($56,500, 0.5 FTE), the addition of an IT Support Specialist to support the expanding technology needs in the Circuit Court, Juvenile and Domestic Relations Court, and General District Court ($120,876, 1.0 FTE), and adjustments to salaries resulting from the proposed increase in the living wage from $15 to $17 per hour ($1,105), partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to contractual increases for the land records contract ($1,239).
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior year payments with actual expenditures ($6,288).
- ↑ Grant revenues increase due to an expected increase in State Compensation Board reimbursements ($83,199).
- In July 2020, the County Board added a Technical Support Specialist ($113,000, 1.0 FTE) after the FY 2021 budget was adopted to assist with the Body Worn Camera program in the Police Department.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$2,867,567	$2,781,460	$3,063,698	10%
Non-Personnel	433,691	710,943	712,182	-
Total Expenditures	3,301,258	3,492,403	3,775,880	8%
Fees	675,600	618,285	611,997	-1%
Grants	1,081,305	981,468	1,064,667	8%
Total Revenues	1,756,905	1,599,753	1,676,664	5%
Net Tax Support	$1,544,353	$1,892,650	$2,099,216	11%
Permanent FTEs	29.00	29.00	31.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	29.00	29.00	31.50	

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Land records documents recorded	34,307	28,520	22,649	34,527	58,262	60,000
Land records documents recorded electronically	15,605	11,901	13,863	26,860	54,010	54,000
Jurors (petit, special, and grand) summoned	11,169	16,864	16,681	13,951	8,224	13,000
Civil cases filed	2,579	4,455	4,097	3,611	4,432	5,000
Criminal cases filed	5,102	4,944	4,868	2,762	2,422	2,400
Court documents scanned	85,407	89,553	87,976	74,222	69,124	62,500
Court documents filed electronically	8,041	9,568	10,345	16,042	25,928	28,500
Court orders generated electronically	5,102	4,214	5,055	4,588	4,374	4,400

- The number of land records documents filed increased significantly in FY 2020. This change is attributed to historically low interest rates driving an increase in refinancing as well as an increase in land related transactions related to Amazon selecting Arlington for HQ2. There is no indication this growth will slow in FY 2021 or FY 2022.
- The number of land records documents that are recorded electronically has increased in FY 2020 due to COVID-19 as well as a statutory change that imposes an extra fee to file documents in paper. We anticipate the percentage of land records documents that are recorded electronically to stay high even after the impact of COVID-19 abates because users have become familiar with the electronic process and appreciate its ease of use.
- Jury trials were drastically impacted by COVID-19. Consequently, the number of jurors that were summoned in FY 2020 declined significantly. We anticipate the number of jurors

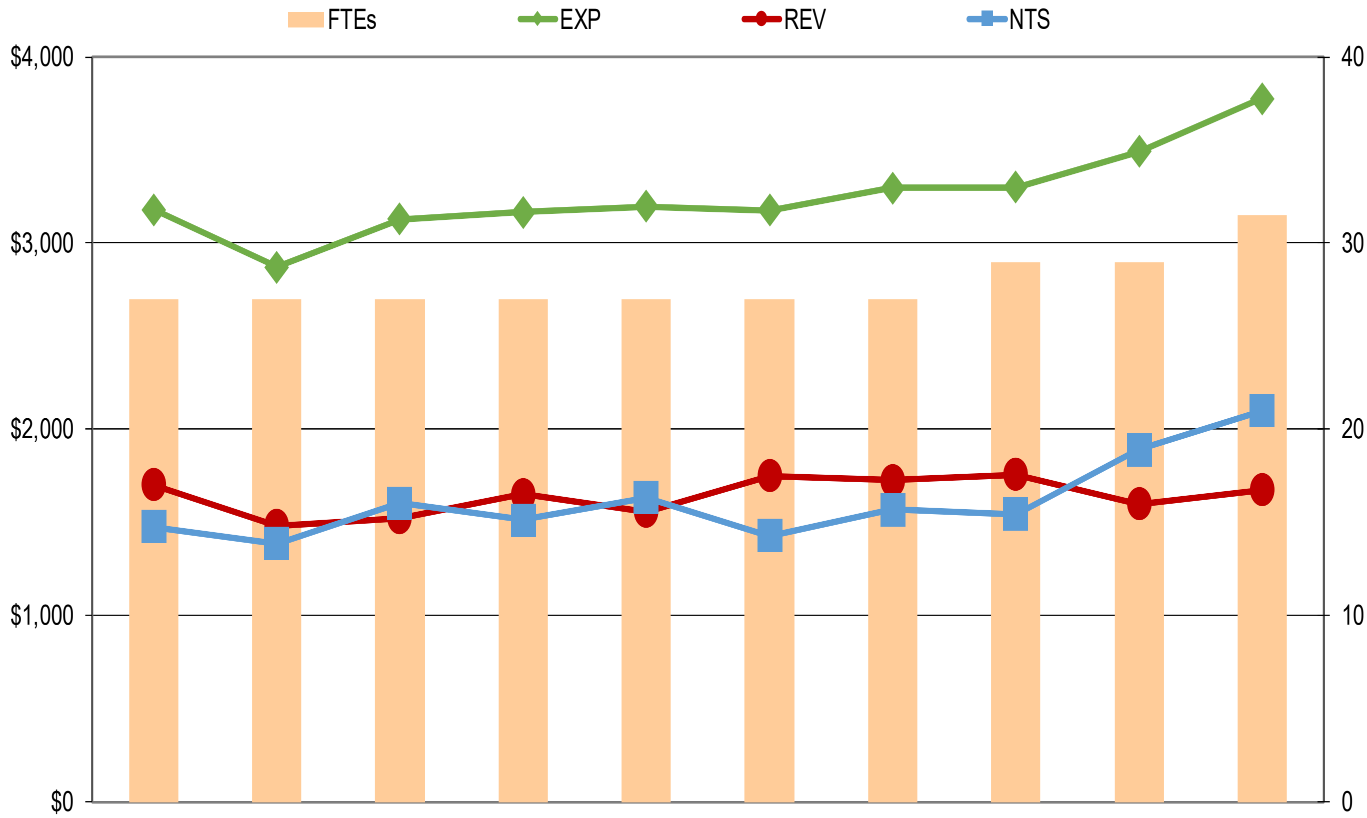
summoned will increase when the impact of COVID-19 abates and jury trials resume in volume.

- Concealed Handgun Permit (CHP) cases were removed from the overall civil case count in FY 2020 to be consistent with state reporting guidelines. The removal of CHPs caused the number of civil cases filed to appear lower when compared to FY 2019 which included CHPs. We anticipate the number of civil cases filed to continue to increase due to growth in contract, garnishment and uncontested divorce cases.
- The number of criminal cases declined in FY 2020. This decline is attributed to COVID-19 and the change in administration in the Commonwealth Attorney's Office in the handling of certain types of cases. It is anticipated that the number of criminal cases filed will continue at this lower level.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Concealed handgun permits issued	1,231	1,244	992	1,270	2,120	1,200
Judgments docketed	4,588	4,701	5,199	3,840	4,298	4,200
Financing statements filed	383	362	329	346	380	375
Marriage licenses issued	3,736	3,398	3,263	2,582	1,232	2,500
Notaries sworn	988	957	916	817	884	875
Wills probated	709	706	684	682	700	700

- The number of Concealed Handgun Permits issued increased in FY 2020 and it is expected to increase further in FY 2021. This increase is attributed to a change in statutory requirements associated with training. We expect this number to return closer to previous years' levels in FY 2022.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$3,179	$2,871	$3,129	$3,167	$3,195	$3,177	$3,296	$3,301	$3,492	$3,776
REV	$1,702	$1,483	$1,524	$1,653	$1,560	$1,749	$1,727	$1,757	$1,600	$1,677
NTS	$1,477	$1,388	$1,605	$1,514	$1,635	$1,427	$1,569	$1,544	$1,892	$2,099
FTEs	27.00	27.00	27.00	27.00	27.00	27.00	27.00	29.00	29.00	31.50

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 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).	1.0
	▪ A limited term position was eliminated.	(1.0)
	▪ Falls Church revenue decreased ($13,068).	
	▪ Decreases are included for State Compensation Board reimbursements ($4,900) and Technology Trust Fund grant funding ($6,000).	
FY 2014	▪ The County Board added ongoing funding for a Jury Coordinator / Information Clerk position ($80,378).	1.0
	▪ Eliminated FY 2013 one-time funding for replacement of the land records system ($450,000) and electronic courts records system ($326,000).	
	▪ Fee revenues decreased for the land records ($70,000).	
	▪ Fee revenues increased for reimbursement to the locality for excess copy fees ($14,000) and interest on criminal fees ($3,000).	
	▪ Fee revenues increased for Falls Church reimbursements ($4,131).	
	▪ Grant revenues increased for State Compensation Board reimbursements ($66,460).	
	▪ Reduced contractual maintenance for microfilm equipment.	
	▪ Eliminated non-personnel funding in the Clerk's Office for equipment purchases ($15,104).	
FY 2015	▪ Fee revenues increased for Falls Church reimbursements ($32,443).	
	▪ Grant revenues increased for State Compensation Board reimbursements ($9,008).	
	▪ Non-personnel increased due to operating system upgrades related to the jury management system ($12,000).	
	▪ Fee revenue decreased in the land records due to reduced activity in re-financings; partially offset by excess copy fees and local fines and interest ($189,500).	
	▪ Grant revenue decreased due to lower projections in State Compensation Board reimbursements ($21,235) and technology reimbursements based on state formula ($26,306).	

Fiscal Year	Description	FTEs
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).	
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.	

Fiscal Year	Description	FTEs
	▪ 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*
FY 2021	▪ Non-personnel decreases due to the removal of one-time funding for operating equipment for the addition of a fourth judge in FY 2020 ($8,000), partially offset by contractual increases ($1,602).	
	▪ 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).	
	▪ *In July 2020, the County Board took action to add a Technical Support Specialist to assist with the Body Worn Camera program ($113,000).*	*1.0*

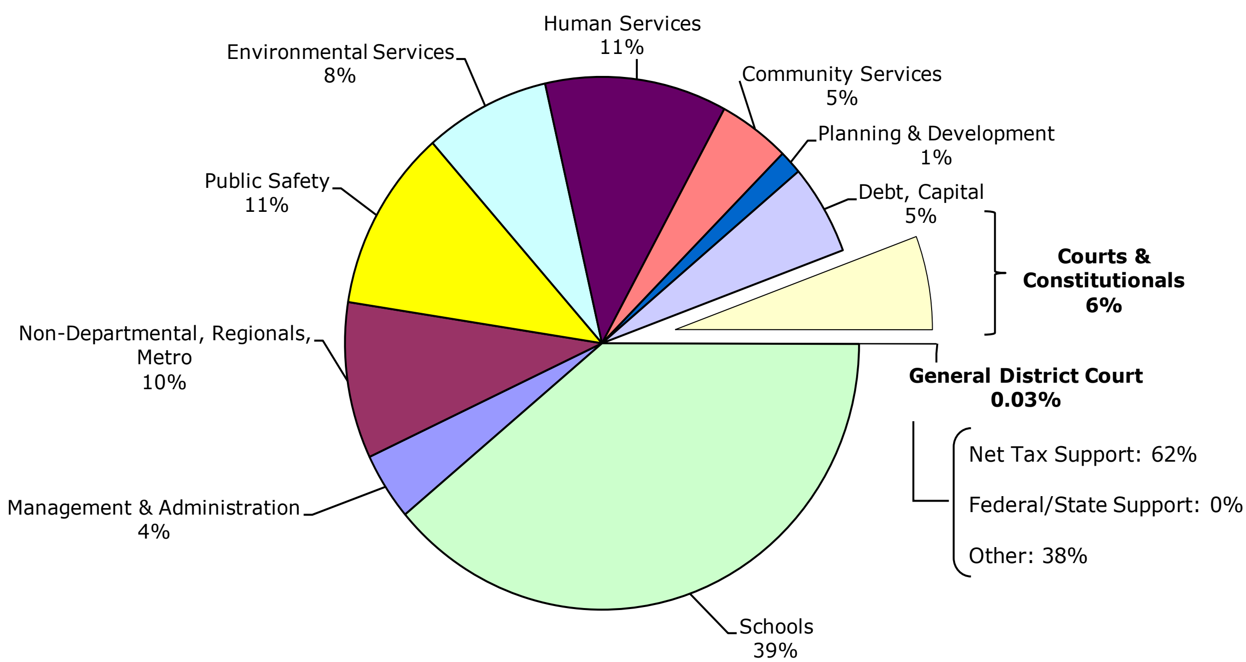
Note: The ten-year history through FY 2014 includes the Circuit Court Judicial Chambers. Since FY 2015, the Clerk of the Circuit Court has been established as a separate department.

GENERAL DISTRICT COURT
Brian P. Henshaw, Clerk
1425 N. COURTHOUSE RD. SUITE 2400, ARLINGTON, VA 22201
703-228-7900
bhenshaw@vacourts.gov

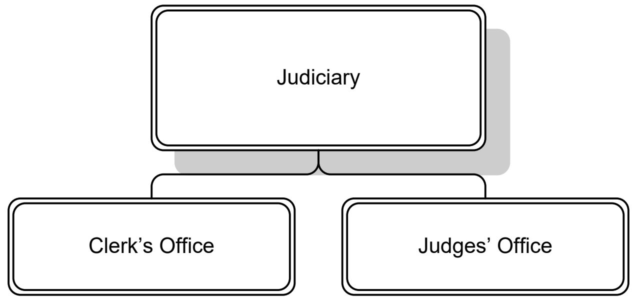
Our Mission: To administer justice in a fair, timely, and efficient manner in the areas of criminal, traffic, civil, small claims, and involuntary civil commitment

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Clerk's Office **Judges' Office**

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the General District Court is $408,793, a one percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- There were no significant changes in personnel or non-personnel.
- ↑ Fee revenues increase primarily due to an increase in e-ticket revenue based on prior year actuals ($3,000) and the recognition of trial costs ($5,500) and Sheriff's fees ($12,800).

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$260,352	$261,116	$263,554	1%
Non-Personnel	96,357	145,239	145,239	-
Total Expenditures	356,709	406,355	408,793	1%
Fees	146,326	134,574	155,795	16%
Total Revenues	146,326	134,574	155,795	16%
Net Tax Support	$210,383	$271,781	$252,998	-7%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Judiciary	$152,371	$202,312	$201,477	-	$21,295	$180,182
Clerk's Office	204,338	204,043	207,316	2%	134,500	72,816
Total Expenditures	**$356,709**	**$406,355**	**$408,793**	**1%**	**$155,795**	**$252,998**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Judiciary	1.00	1.00	0.00	1.00
Clerk's Office	-	-	-	-
Total	**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).

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Bond hearings finalized	2,550	2,200	5,516	2,397	3,166	3,166
Civil cases adjudicated	6,817	7,210	7,579	5,870	6,869	6,869
Criminal cases adjudicated	6,361	5,947	5,516	4,835	5,665	5,665
Traffic cases adjudicated	34,466	43,328	47,452	38,986	41,033	41,033

- The General District Court has no control over the number of bond hearings filed, cased filed, or cases adjudicated. Therefore, all FY 2021 and FY 2022 estimates are based on the average number of bond hearings in previous 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.

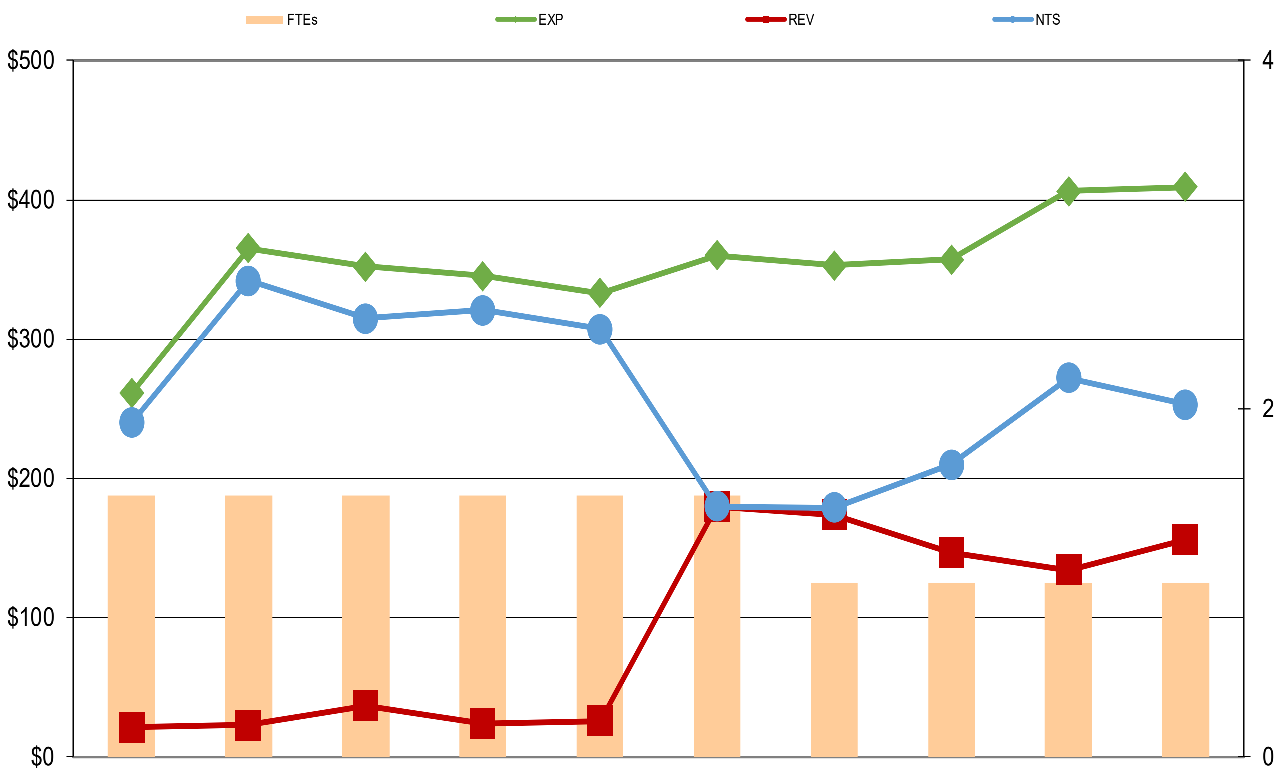
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Civil cases filed	6,325	7,218	7,684	5,675	6,733	6,727
Criminal cases filed	5,831	5,743	5,989	5,617	5,795	5,795
Other processes	1,726	1,500	1,456	675	1,339	1,339
Percent of fines collected	91%	90%	92%	90%	70%	70%
Traffic cases filed	34,812	42,353	49,903	42,563	42,408	42,408

- 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. FY 2021 and 2022 estimates are based on historical averages.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$261	$365	$352	$345	$333	$360	$353	$357	$406	$409
REV	$21	$23	$37	$24	$26	$180	$174	$147	$134	$156
NTS	$240	$342	$315	$321	$307	$180	$179	$210	$272	$253
FTEs	1.50	1.50	1.50	1.50	1.50	1.50	1.00	1.00	1.00	1.00

Fiscal Year	Description	FTEs
FY 2013	▪ Increased revenue 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 increased due to a full year funding of a salary supplement for state court clerks adopted by the County Board in FY 2013 ($125,581).	
	▪ Increased revenue 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	▪ 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).	
FY 2021	▪ Reduced fine revenue ($14,000) and lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($820).	

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

Earl J. Conklin, Director of Court Services

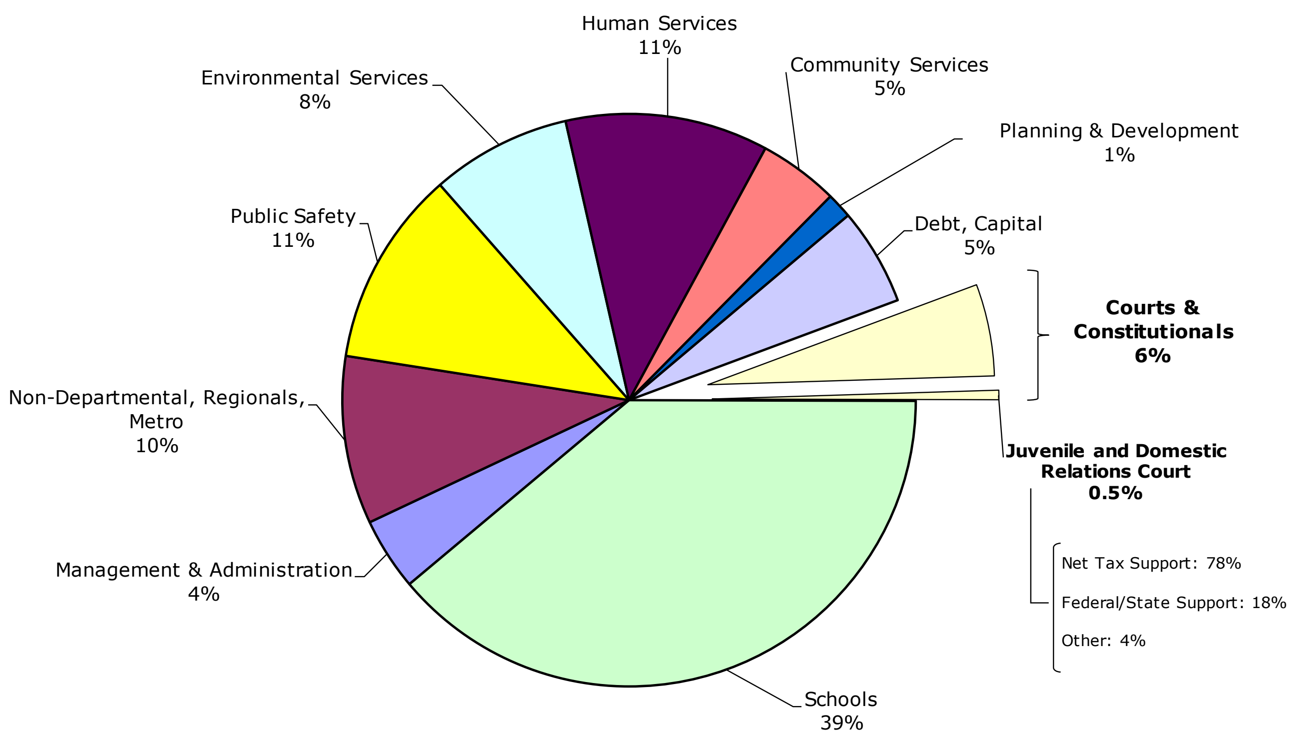
1425 N. COURTHOUSE RD., SUITE 5100, ARLINGTON, VA 22201

703-228-4600

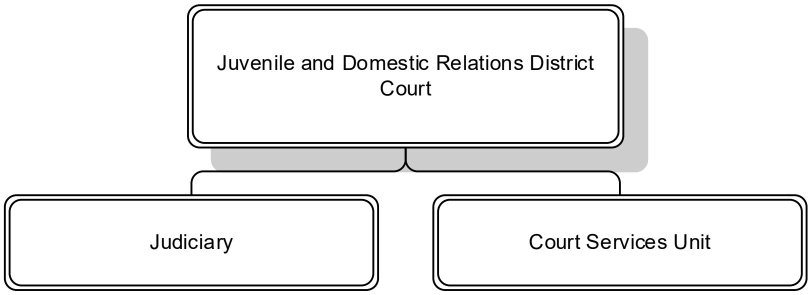
jdrcourt@arlingtonva.us

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 2022 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 2022 proposed expenditure budget for the Juvenile and Domestic Relations Court is $7,281,260, a one percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases due to the reduction described below, the conclusion of the U.S. Department of Justice (USDOJ) Violence Against Women Office's Safe Havens grant ($86,205, 2.0 permanent FTEs, 0.5 temporary FTEs), and lower retirement contributions based on current actuarial projections, partially offset by adjustments to salaries resulting from a planned job family study ($96,937).
- ↓ Non-personnel decreases due to the conclusion of the USDOJ's Violence Against Women Office's Safe Havens grant ($14,242), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($2,236).
- ↓ Fee revenues decrease primarily due to lower projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior payments with actual expenditures ($46,446), partially offset by a projected increase in parental payment amounts at the Argus House group home ($10,000).
- ↓ Grant revenues decrease primarily due to the conclusion of the USDOJ's Violence Against Women Office, Safe Havens grant ($103,799).

FY 2022 Proposed Budget Reduction

Probation/ Intake

- ↓ Freeze a vacant Juvenile Probation Counselor II position ($108,401, 1.0 FTE Freeze).

  IMPACT: Freezing the Probation Counselor II position will result in a redistribution of caseloads among the remaining probation counselors, with the average annual number of cases potentially increasing from 40 to 43 cases per counselor, to ensure the continuity of services to Court clients.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$5,844,738	$6,103,948	$6,062,207	-1%
Non-Personnel	1,146,870	1,306,826	1,294,820	-1%
Subtotal	6,991,608	7,410,774	7,357,027	-1%
Intra County Charges	(150,261)	(75,767)	(75,767)	-
Total Expenditures	6,841,347	7,335,007	7,281,260	-1%
Fees	281,861	355,325	318,379	-10%
Grants	1,569,298	1,396,348	1,291,717	-7%
Total Revenues	1,851,159	1,751,673	1,610,096	-8%
Net Tax Support	$4,990,188	$5,583,334	$5,671,164	2%
Permanent FTEs (Funded)	55.50	55.50	52.50	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	4.80	4.80	4.30	
Total Authorized FTEs	60.30	60.30	57.80	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Judiciary	$178,542	$165,795	$157,063	-5%	$5,141	$151,922
Probation/Intake	3,801,957	4,228,353	4,197,310	-1%	1,100,632	3,096,678
Community-Based Programs	1,868,262	1,910,080	1,987,859	4%	389,074	1,598,785
Multi-Jurisdictional Programs	992,586	1,030,779	939,028	-9%	115,249	823,779
Total	**$6,841,347**	**$7,335,007**	**$7,281,260**	**-1%**	**$1,610,096**	**$5,671,164**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Judiciary	1.00	1.00	-	1.00
Probation/Intake*	40.50	37.00	3.50	40.50
Community-Based Programs*	16.30	15.50	0.80	16.30
Multi-Jurisdictional Programs*	2.50	-	-	-
Total FTEs	**60.30**	**53.50**	**4.30**	**57.80**

*The FY 2021 Adopted FTE count includes temporary FTEs: Probation/Intake (3.50 FTEs) and Community-Based Programs (0.80 FTEs) and Multi-Jurisdictional Programs (0.50 FTEs).

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Adult and juvenile cases	3,512	4,011	3,604	2,920	3,376	3,376

- 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. The unusual drop in cases in FY 2020 is a result of the COVID-19 Pandemic, when the Court did not operate at its normal capacity.

PROBATION/INTAKE

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average monthly supervision cases (adults/juveniles)	261/293	260/306	260/300	243/272	200/205	200/205
Court-ordered adult/juvenile court studies and reports	3/144	5/129	5/50	0/16	3/44	3/44

- Several factors contribute to the ongoing trend of declining numbers in supervision cases and court-ordered studies. Nationwide criminal justice reforms have resulted in more court diversions, a focus on concentrating punitive sanctions on high-risk offenders, and keeping low-risk teens and adults out of the system wherever possible. As a result, fewer people are placed on court supervision and fewer reports are needed for sentencing hearings.

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 mid- to long-term, community-based residential program for teenage boys from three to twelve months in duration; provide a parent support group and intensive family therapy for residents, parents, and siblings; and provide residential independent living services to young adults age 18 to 20.

Girls' Outreach Program

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

Young Achievers' Program

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

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients Served: Argus House	17	13	19	20	16	17
Clients Served: Girls' Outreach Program	20	22	22	14	23	23
Clients Served: Young Achievers	19	18	19	13	19	19

- The number of clients served at these three community-based programs is projected to remain stable.

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 and receives referrals from Arlington, Falls Church, Alexandria, and Fairfax.

Safe Havens

- To provide supervised visitation and safe custody exchanges for families who have experienced domestic violence, child sexual abuse, stalking, dating violence, and sexual assault.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

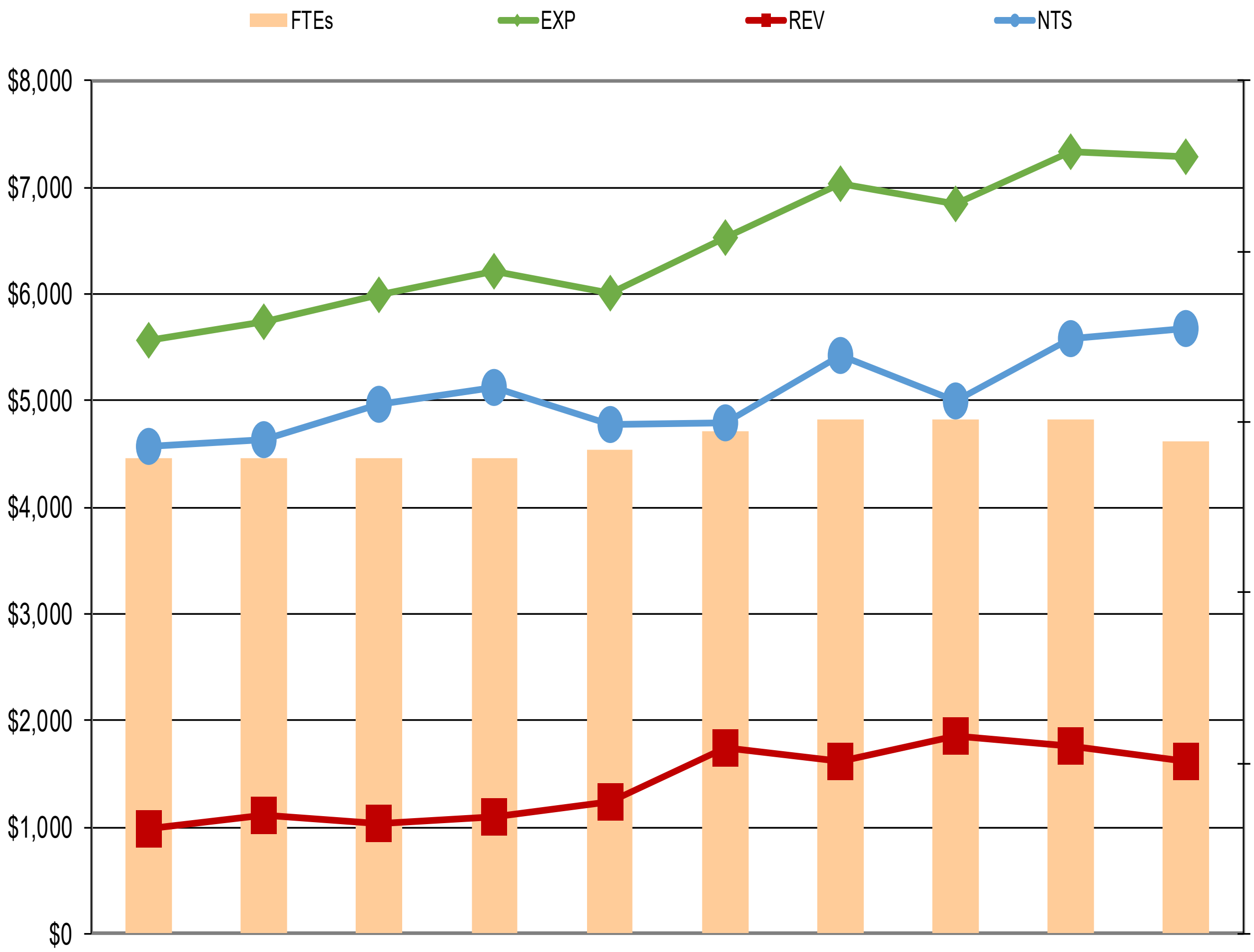
Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Aurora House utilization rate (combined rate from all participating jurisdictions)	52%	43%	58%	32%	50%	70%
Safe Havens Total Visits and Exchanges	N/A	N/A	268	346	350	350
Sheltercare total bed days	N/A	N/A	39	13	60	60
IPE total clients served	27	27	21	21	27	35

- The utilization rate for Aurora House represents the ratio of total placement days used to the number of placement days available within a given year. The steep drop in utilization in FY 2020 is the result of the COVID-19 pandemic, when the program was required to reduce the number of available beds to reduce the risk of virus transmission.

MULTI-JURISDICTIONAL PROGRAMS

- Three new measures were added in the FY 2022 narrative Safe Havens, Sheltercare, and IPE, to better report out usage across all of the Multijurisdictional programs.
- Included in the Safe Havens' FY 2020 actual measures is 131 virtual visits. Federal funding from the USDOJ's Violence Against Women Office for the Safe Havens program will conclude in the spring of FY 2021, but the program will continue to operate in FY 2022 with reallocations in the JDR budget, until a permanent funding stream is established.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$5,570	$5,731	$5,995	$6,211	$6,004	$6,530	$7,030	$6,841	$7,335	$7,281
REV	$993	$1,105	$1,033	$1,091	$1,237	$1,747	$1,610	$1,851	$1,752	$1,610
NTS	$4,577	$4,626	$4,962	$5,120	$4,767	$4,783	$5,420	$4,990	$5,583	$5,671
FTEs	55.80	55.80	55.80	55.80	56.80	58.80	60.30	60.30	60.30	57.80

Fiscal Year	Description	FTEs
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 increased due to additional funding for Aurora House Girls' Group Home ($75,307) and for food expenses at Argus House ($10,000). ▪ Decreased fee revenues 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). ▪ Decreased grant revenue to reflect a cut by the Commonwealth of Virginia to the Virginia Juvenile Community Crime Control funds ($25,927). ▪ Decreased Juvenile Accountability Block Grant ($13,221). ▪ Increased 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). ▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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 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*
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

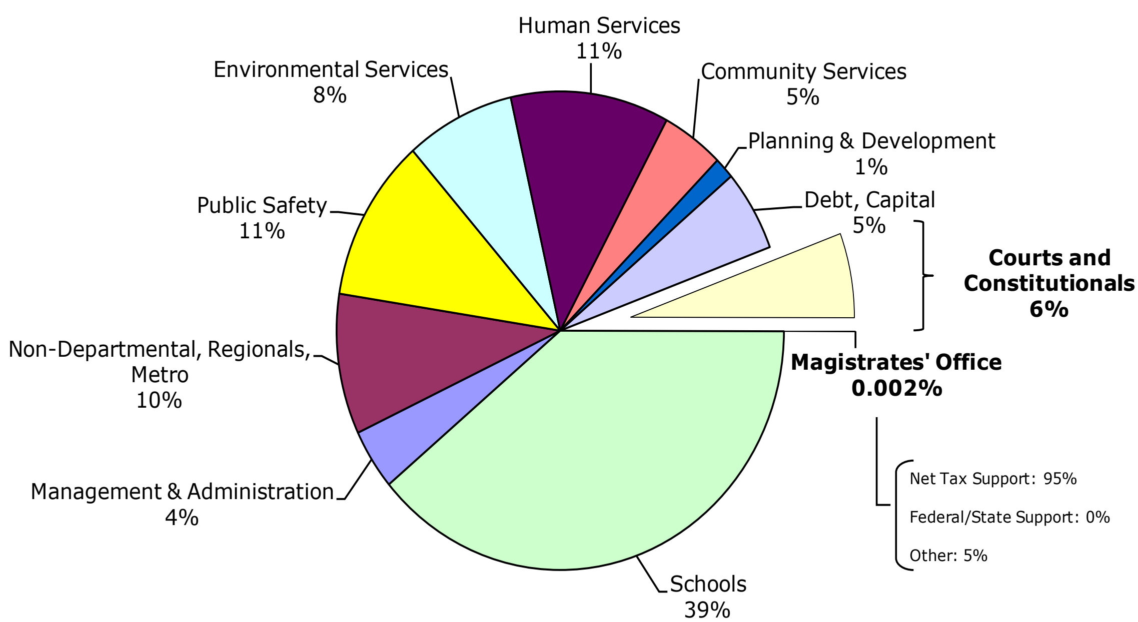
Fiscal Year	Description	FTEs
	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures ($100,376).	
	▪ *In September 2018, non-personnel contractual funding for the Safe Havens Grant 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).	
FY 2021	▪ The USDOJ Violence Against Women Office's Safe Havens grant concluded its three-year term resulting in expense and revenue reductions ($64,904 personnel; $63,279 non-personnel; and $143,679 in grant revenue).	
	▪ Fee revenues increased due to higher projections in Falls Church reimbursements ($90,298) and an increase in parental payment amounts at the Argus House group home ($9,500).	

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

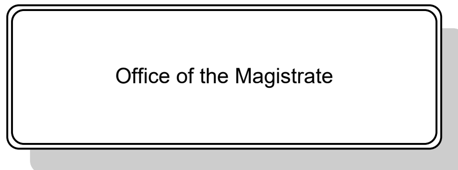
Our Mission: To protect and preserve the rights and liberties of all of the people, as guaranteed by the Constitution and laws of the United States and the County, by providing a fair, independent, and accessible forum to the resolution of their legal rights.

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Office of the Magistrate

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Office of the Magistrate is $29,986, no change from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ▪ There were no significant changes to the personnel and non-personnel budgets.
- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the reconciliation of prior year payments with actual expenditures ($680).

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$18,854	$18,808	$18,808	-
Non-Personnel	7,690	11,178	11,178	-
Total Expenditures	26,544	29,986	29,986	-
Fees	1,469	809	1,489	84%
Total Revenues	1,469	809	1,489	84%
Net Tax Support	$25,075	$29,177	$28,497	-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.

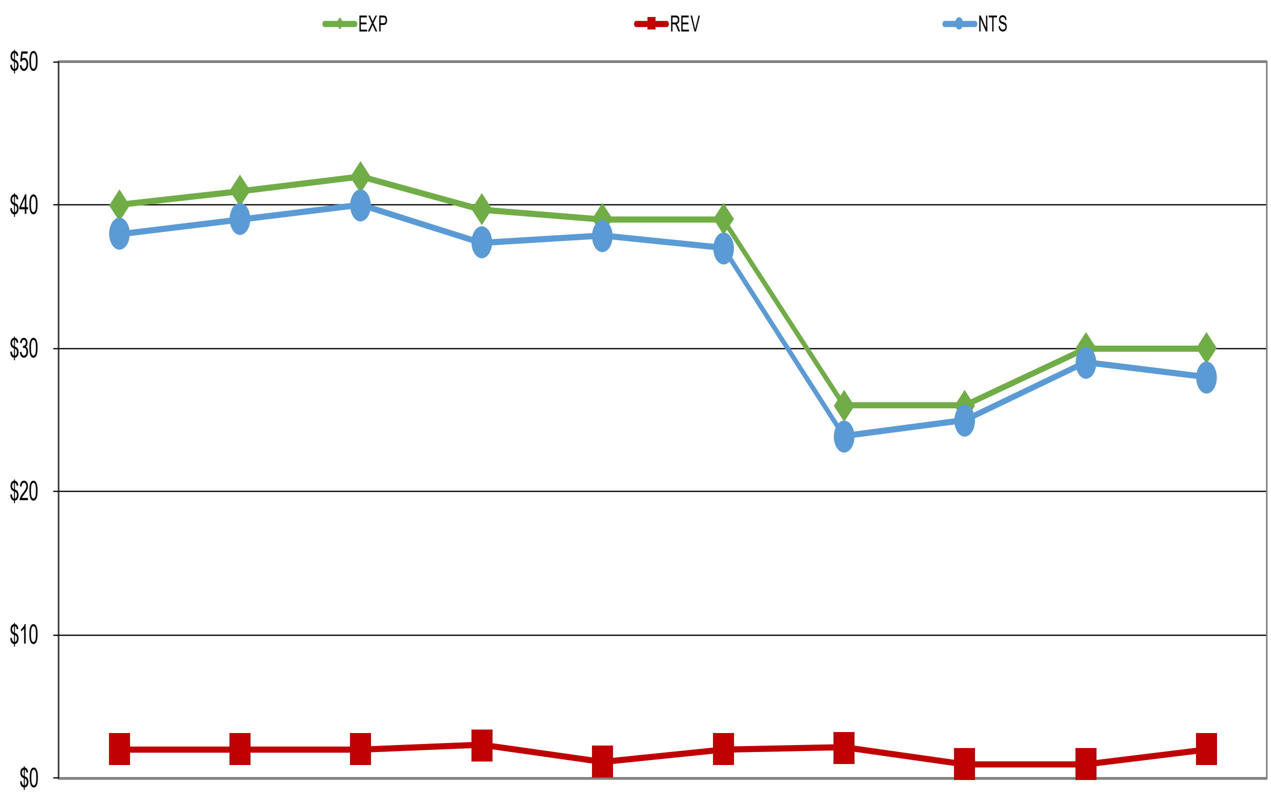
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Bond hearings initially determined	10,104	10,140	9,895	7,863	9,900	9,900
Miscellaneous processes	N/A	3,799	6,855	5,992	6,500	6,500
Probable cause hearings	6,379	8,152	8,454	8,472	8,600	8,600

- 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.
- 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$40	$41	$42	$40	$39	$39	$26	$26	$30	$30
REV	$2	$2	$2	$2	$1	$2	$2	$1	$1	$2
NTS	$38	$39	$40	$37	$38	$37	$24	$25	$29	$28

Fiscal Year	Description	FTEs
FY 2013	▪ Personnel changed due to 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 changed due to 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	▪ Higher projections in Falls Church reimbursements ($193).	
FY 2016	▪ 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).	
FY 2021	▪ Lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures ($660).	

OFFICE OF THE PUBLIC DEFENDER

Bradley Haywood

2200 Wilson Blvd #501, ARLINGTON, VA 22201

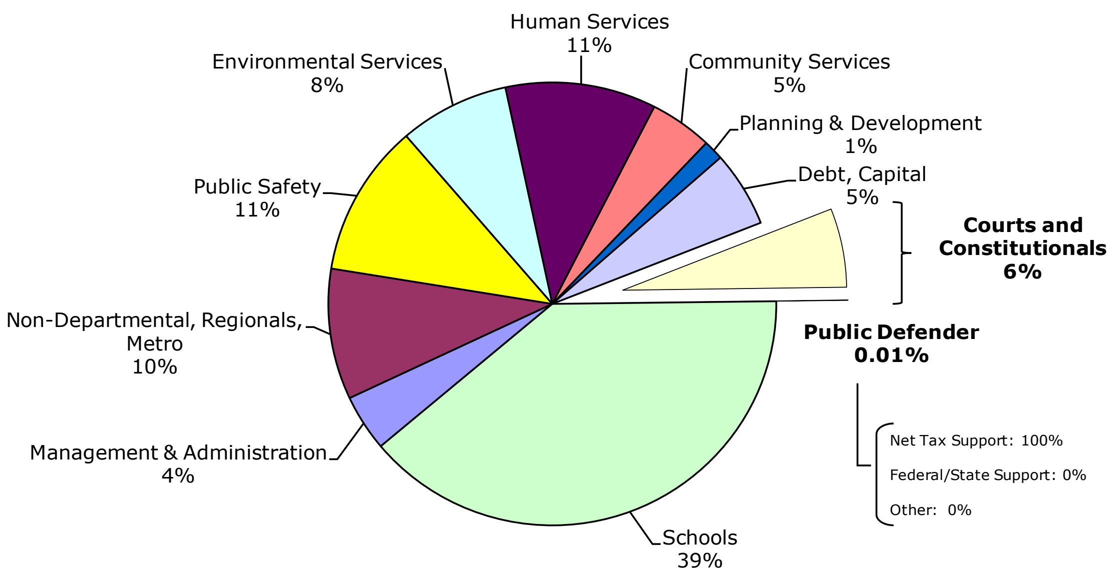
703-875-1111

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, and 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 2022 Proposed Budget - General Fund Expenditures



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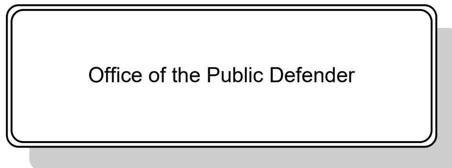


Office of the Public Defender

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Office of the Public Defender is $336,310, an 86 percent increase from the FY 2021 adopted budget.

- ↑ Personnel increases reflect the addition of funding for a Paralegal position to support the Body Worn Camera Program ($80,071) and additional salary support for staff to assist in competitive pay with other County agencies ($75,000).

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$171,548	$181,239	$336,310	86%
Non-Personnel	-	-	-	-
Total Expenditures	171,548	181,239	336,310	86%
Total Revenues	-	-	-	-
Net Tax Support	$171,548	$181,239	$336,310	86%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE PUBLIC DEFENDER

PROGRAM MISSION

To protect and defend the rights and dignity of indigent clients through zealous, compassionate, high-quality legal advocacy, and further, 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on similar conditions and anticipated impacts on the performance measures.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of cases per attorney	230	208	239	214	178	186
Number of seriously mentally ill (SMI) clients identified	217	409	439	404	405	540
Number of SMI incarcerated in the Arlington County Detention Center	988	1,023	985	898	900	1,200
Number of Competency/Restoration	57	56	58	82	82	85

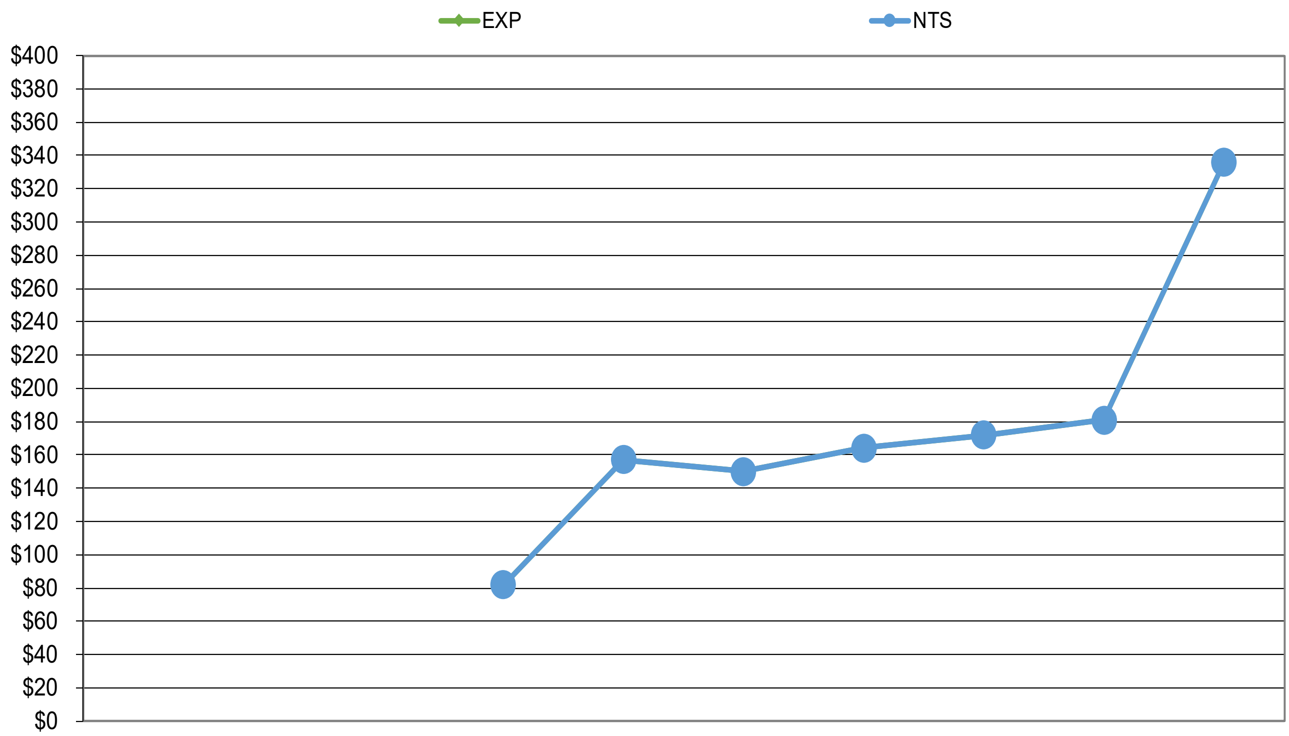
Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of misdemeanors	1,258	1,125	1,335	942	842	1,100
Number of non-violent felonies	608	640	884	760	578	760
Number of violent felonies	75	58	39	131	136	135
Number of other violations	50	20	59	92	49	50

- The number of cases per attorney decreased in FY 2020 because of the effect of the pandemic on crime rates, with fewer arrests and therefore fewer case assignments in the final months of FY 2020. This was mainly true of misdemeanor and non-violent felony offenses and case

OFFICE OF THE PUBLIC DEFENDER

- assignments, however; the number of violent felony arrests and case assignments actually increased in FY 2020 and FY 2021—especially robberies and carjackings—which follows a nationwide trend. Given the additional time required to defend serious felony cases, consistent with national standards for indigent defense, the Office's actual workload has not decreased, despite the decrease in overall case numbers.
- Contemporary best-practices for indigent defense entail a holistic approach, with participation in diversion initiatives and specialty dockets; active engagement with community leaders, stakeholders and advocates; and an enhanced commitment to mitigation, including aiding clients in finding mental health and substance abuse treatment to avoid re-arrest. These additional responsibilities are not reflected in raw caseload figures but have begun to be factored into office funding levels by the Virginia Indigent Defense Commission (VIDC). Partially in recognition of the fact that the Arlington Public Defender is a statewide leader in holistic defense, institutional advocacy, and community engagement, VIDC agreed to fund two additional staff attorney positions, with start dates in August and September of FY 2022, respectively. The two new positions account for the lower overall estimated "cases per attorney" in FY 2022.
- 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. In FY 2018, actuals began to increase as a percentage of the Office's overall caseload and that trend is expected to continue partially due to the addition of SMI case appointments from the General District Court, among other factors.
- The Arlington County Detention Facility (ACDF) has seen a dramatic increase in SMI clients. Mental health clients remain a very large part of the Office caseload. The anticipated reduction in SMI incarcerations due to the implementation of specialty courts, diversion initiatives, and police commitments to identifying alternatives to arrest on SMI incarcerations has not been realized and continues to be area of concern for the Public Defender's Office.
- The Indigent Defense Commission's Case Management System (CMS) did not reliably track probation violation or DUI totals between FY 2019 and FY 2021. In practice, due to differences in local practice and procedure, defending probation violations in Arlington tends to require considerably more time and effort than similar cases in other jurisdictions.
- The County Manager proposed funding for one new paralegal position to manage the increased workload expected from the implementation of body worn cameras. The Public Defender is continuing to seek additional resources from VIDC to fully address the anticipated additional workload.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP				$82	$157	$150	$164	$172	$181	$336
REV				-	-	-	-	-	-	-
NTS				$82	$157	$150	$164	$172	$181	$336
FTE				-	-	-	-	-	-	-

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).	
FY 2021	▪ No significant changes.	

COMMONWEALTH'S ATTORNEY

Parisa Dehghani-Tafti, Commonwealth's Attorney

1425 N. COURTHOUSE RD., SUITE 5200, ARLINGTON, VA 22201

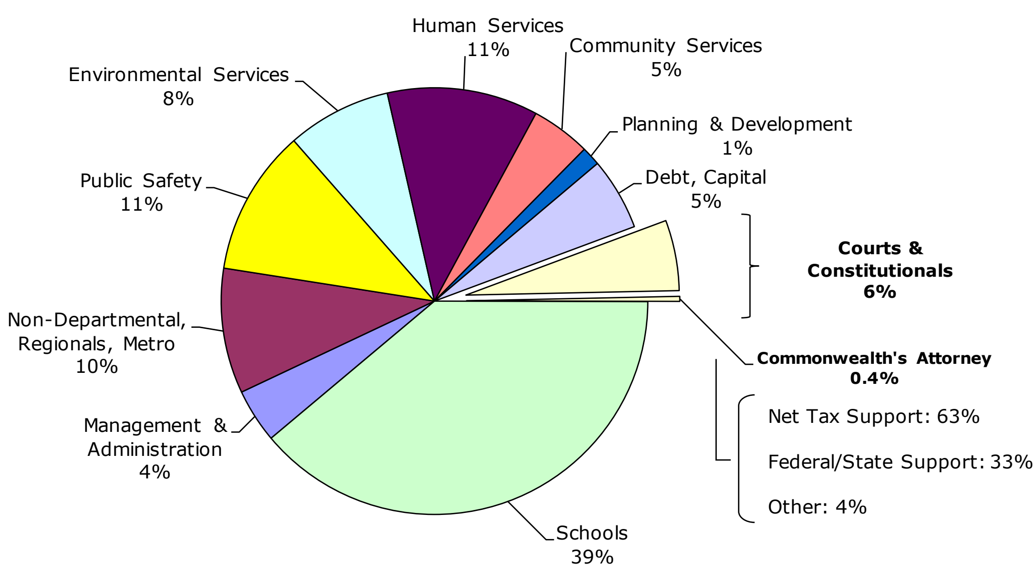
703-228-4410

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 of 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 2022 Proposed Budget - General Fund Expenditures



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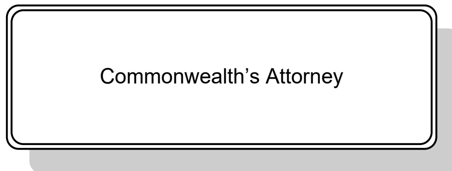


Office of the Commonwealth's Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Office of the Commonwealth's Attorney is $5,141,552, an 11 percent increase from the FY 2021 adopted budget. The budget reflects:

- ↑ Personnel increases primarily due to the addition of four Attorney I positions to assist with body worn cameras ($483,180, 4.0 FTEs), three of which were added by the County Board in July 2020. These increases are partially offset by lower retirement contributions based on current actuarial projections.
- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior year payments with actual expenditures ($60,348).
- ↓ Grant revenues decrease due to a decrease in State Compensation Board reimbursements ($29,437) and a decrease in the Department of Criminal Justice Services (DCJS) Victim Witness Grant ($163).

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$4,377,546	$4,490,977	$5,000,197	11%
Non-Personnel	308,199	141,251	141,355	-
Total Expenditures	4,685,745	4,632,228	5,141,552	11%
Fees	166,369	159,800	220,148	38%
Grants	1,654,206	1,737,504	1,707,904	-2%
Total Revenues	1,820,575	1,897,304	1,928,052	2%
Net Tax Support	$2,865,170	$2,734,924	$3,213,500	17%
Permanent FTEs	36.00	38.00	42.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	36.00	38.00	42.00	

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect primarily COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Office of the Commonwealth's Attorney

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of "No True Bills" (grand jury does not issue indictments)	3	3	7	0	0	0
Number of indictments resolved by guilty pleas	1,478	1,168	965	421	1,000	1,000
Number of indictments terminated without adjudication	241	174	159	216	150	TBD
Percent of victims receiving services (information and/or direct services)	100%	100%	100%	100%	100%	100%

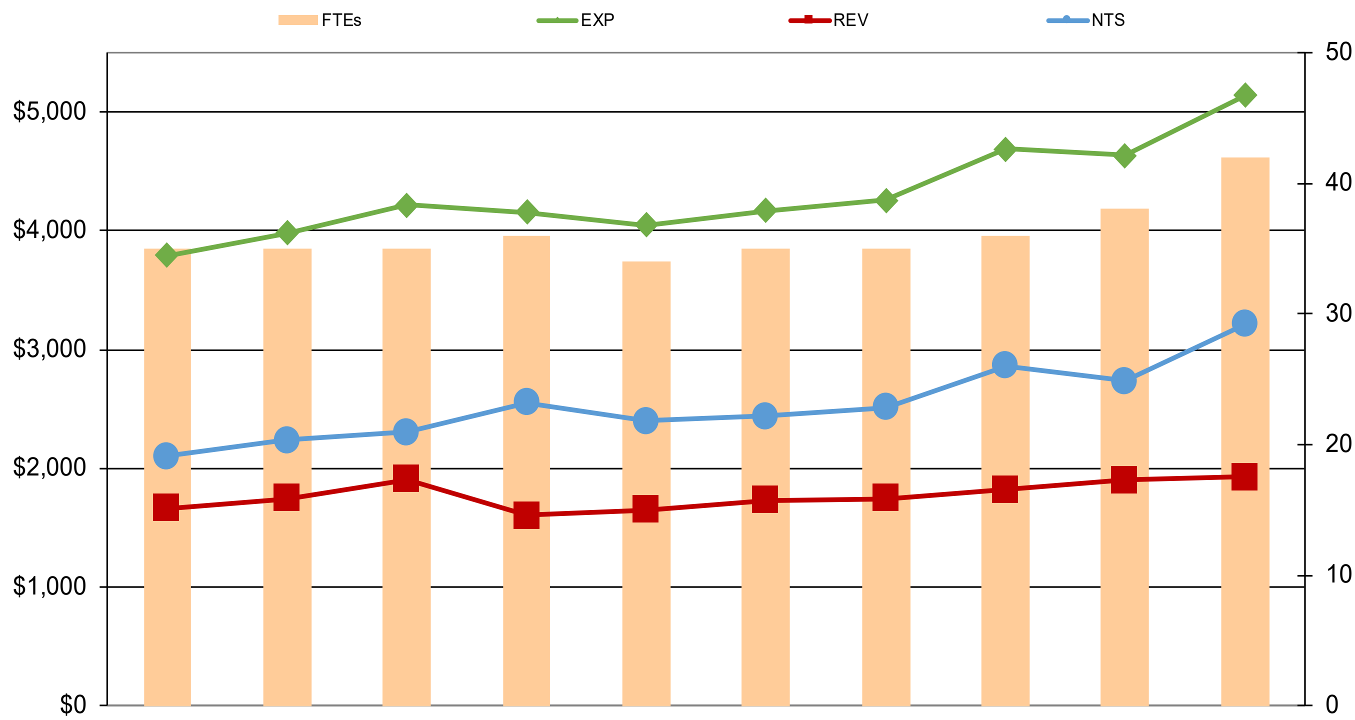
Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Circuit Court: Indictments	1,524	1,045	713	391	800	800
Circuit Court: Misdemeanor appeals	357	449	404	183	350	350
Circuit Court: Probation revocation	2,007	2,644	2,451	2,066	2,300	2,300
Circuit Court: Sentencings	968	654	354	148	400	TBD
Arlington General District Court: Criminal Cases	19,846	18,880	14,845	14,815	14,500	14,500
Arlington General District Court: Traffic Cases	35,921	32,372	40,998	38,716	37,000	37,000
Arlington Juvenile and Domestic Relations District Court: Adult Felonies	123	103	91	77	100	100
Arlington Juvenile and Domestic Relations District Court: Adult Misdemeanors	372	362	334	313	350	350
Arlington Juvenile and Domestic Relations District Court: Juvenile Cases	831	827	580	1,829	1,000	1,000
Arlington Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	537	483	364	589	490	490

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Falls Church General District Court: Criminal Cases	611	640	632	276	540	540
Falls Church General District Court: Traffic Cases	2,962	2,618	2,626	1,605	2,600	TBD
Falls Church Juvenile and Domestic Relations District Court: Adult Felonies	11	4	7	59	20	20
Falls Church Juvenile and Domestic Relations District Court: Adult Misdemeanors	23	17	19	6	10	10
Falls Church Juvenile and Domestic Relations District Court: Juvenile Cases	31	24	54	101	50	50
Falls Church Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	12	11	10	18	10	10
Percent of victims receiving direct services (Victim Specialist assigned)	47%	50%	66%	63%	60%	60%
Percent of victims receiving generic/indirect services (given information on basic rights and program services, no Victim Specialist assigned)	53%	50%	34%	37%	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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$3,790	$3,981	$4,215	$4,153	$4,050	$4,167	$4,258	$4,686	$4,632	$5,142
REV	$1,667	$1,745	$1,908	$1,603	$1,653	$1,731	$1,743	$1,821	$1,897	$1,928
NTS	$2,103	$2,237	$2,307	$2,550	$2,396	$2,436	$2,515	$2,865	$2,735	$3,214
FTEs	35.00	35.00	35.00	36.00	34.00	35.00	35.00	36.00	38.00	42.00

Fiscal Year	Description	FTEs
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 Justice Services Victim Witness Program Grant ($5,213).	1.0
FY 2017	▪ Eliminated two full-time Assistant Commonwealth's Attorney positions partially funded by the High Intensity Drug Trafficking Area (HIDTA) grant ($244,730 in expenses, $207,890 in revenue, and 2.0 FTEs). Loss of the 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).	(2.0)

Fiscal Year	Description	FTEs
	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures ($397). ▪ Increased grant revenue due to adjustments in Compensation Board reimbursements ($2,546). ▪ *Added a grant funded FTE for the Victim Witness Grant in July 2016.*	*1.0*
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 previously authorized in FY 2017 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). ▪ Increased grant revenue due to adjustments in State Compensation Board funding ($94,379) and increased State Compensation Board reimbursements ($31,092).	
FY 2021	▪ Added an Information Systems Analyst position ($135,000) to assist with technology support and a Management Analyst position ($110,000) responsible for office administration. ▪ Decreased fee revenue 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). ▪ Increased grant revenue 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).	2.0

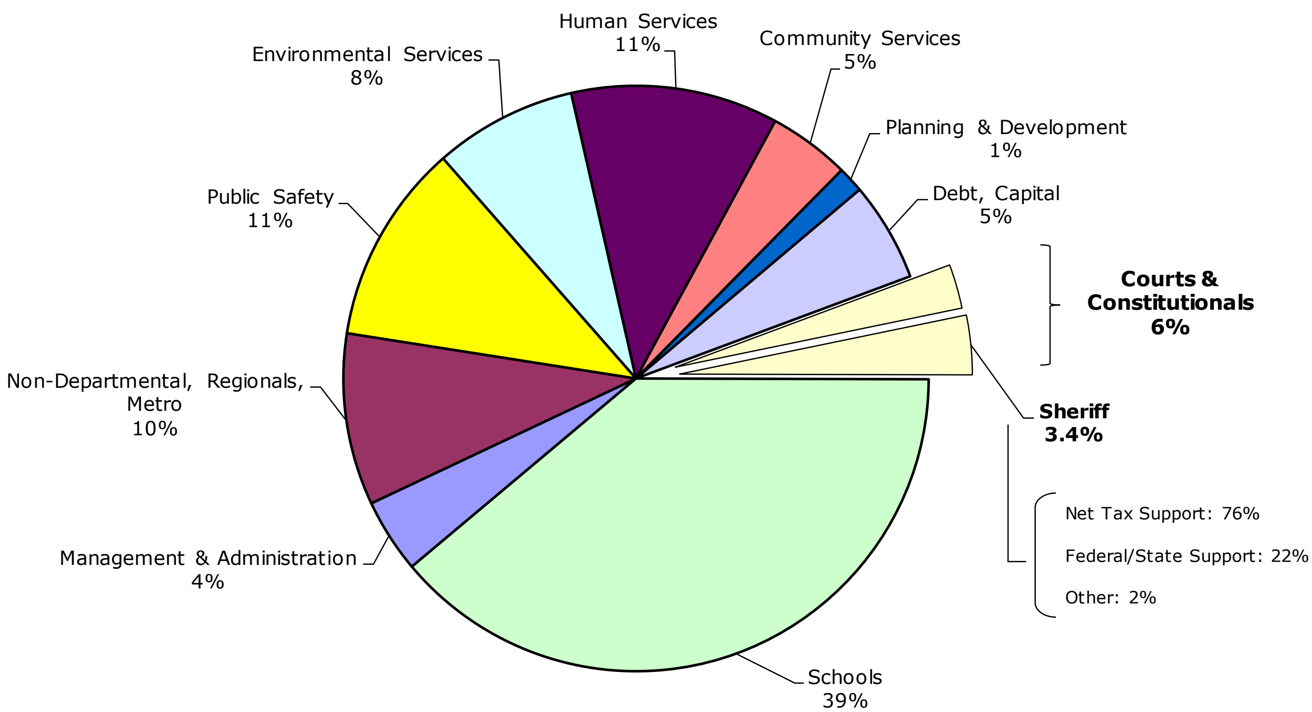
Fiscal Year	Description	FTEs
	▪ *Added three Attorney I positions for the body worn camera program ($172,568).*	*3.0*

SHERIFF'S OFFICE
Beth Arthur, Sheriff
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4460
sheriff@arlingtonva.us

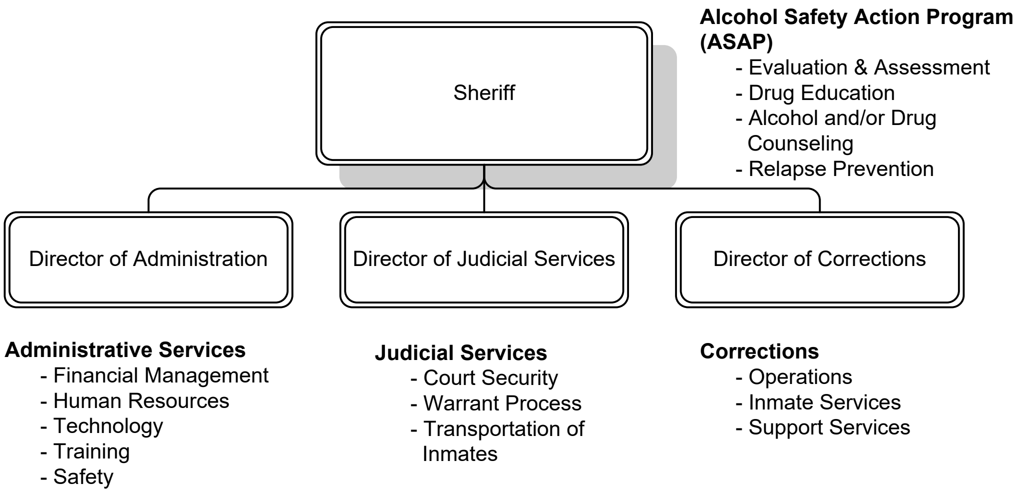
Our Mission: Partnering to make the justice system work

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Sheriff's Office is $44,728,693, a three percent decrease from the FY 2021 adopted budget. The FY 2022 proposed expenditure budget reflects:

- ↓ Personnel decreases due to the reductions itemized below, partially offset by the addition of a lieutenant position to oversee the body worn camera program within the Sheriff's Office ($150,793, 1.0 FTE), an increase in overtime budget ($300,000), and slightly higher retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases due to the removal of FY 2021 one-time funding for recruitment ($75,000), the removal of one-time expenses associated with the addition of an Inmate Service Counselor ($7,200), and adjustments to the annual expense for maintenance and replacement of County Vehicles ($18,927), partially offset by the addition of one-time expenses associated with the addition of a lieutenant position for the body worn camera program ($7,200).
- ↓ Fee revenues decreases in Alcohol Safety Action Program (ASAP) fees ($41,805), partially offset by an increase in Falls Church expense reimbursements ($2,004).
- ↓ Grant revenues decrease due to decreases in the State Compensation Board reimbursement ($168,638).

FY 2022 Proposed Budget Reductions

Corrections

- ↓ Freeze 10.0 vacant Sheriff Officer positions ($505,475, 10.0 FTEs)

  <u>IMPACT:</u> The freezing of 10.0 vacant Deputy Sheriff positions equates to a total reduction of $903,920. However, $398,445 of the reduction is being reallocated to the department's overtime budget to reduce the impact of the additional overtime that would be incurred from this reduction and to aid in rightsizing the department's overtime budget which has been underfunded for years.

↓ Freeze 1.0 Vacant Records Assistant IV ($79,790, 1.0 FTE)

IMPACT: The body of work will be distributed among the remaining four records assistant positions.

↓ Overtime Funding for Staff Roll Call ($300,000)

IMPACT: Due to COVID-19, the Department has suspended formal roll calls which require overtime for staff to attend. As an outcome of the temporary suspension, other methods and scheduling of staff has created some efficiencies, resulting in less overtime required. There will be no operational impact as a result of this reduction.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$38,997,456	$37,906,750	$36,536,696	-4%
Non-Personnel	8,053,817	8,505,894	8,411,967	-1%
Intra-County Charges	(83,165)	(219,970)	(219,970)	-
Total Expenditures	46,968,108	46,192,674	44,728,693	-3%
Fees	842,850	997,182	957,381	-4%
Grants	9,500,923	9,856,624	9,687,986	-2%
Total Revenues	10,343,773	10,853,806	10,645,367	-2%
Net Tax Support	$36,624,335	$35,338,868	$34,083,326	-4%
Permanent FTEs	289.00	290.00	280.00	
Permanent FTEs (Frozen, Unfunded)	-	-	11.00	
Temporary FTEs	6.00	6.00	6.00	
Total Authorized FTEs	295.00	296.00	297.00	

Expenses & Revenues by Line Of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Administrative Services	$5,706,426	$5,386,516	$5,588,803	4%	$2,192,637	$3,396,166
Judicial Services	6,753,989	6,072,832	5,850,347	-4%	-	5,850,347
Corrections	33,836,354	33,964,075	32,528,710	-4%	8,187,949	24,340,761
Alcohol Safety Action Program	671,339	769,251	760,833	-1%	264,781	496,052
Total	**$46,968,108**	**$46,192,674**	**$44,728,693**	**-3%**	**$10,645,367**	**$34,083,326**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Administrative Services*	26.40	29.00	2.40	31.40
Judicial Services	42.00	42.00	-	42.00
Corrections*	220.60	214.00	2.60	216.60
Alcohol Safety Action Program*	7.00	6.00	1.00	7.00
Total Expenditures	**296.00**	**291.00**	**6.00**	**297.00**

* FY 2021 Adopted FTE count includes temporary FTEs: Administrative Services (2.40 FTEs), Corrections (2.60 FTEs), and ASAP Program (1.00 FTEs)

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Staff vacancy rate	2.9%	3.0%	3.0%	7.1%	7.1%	4.5%
Percent of staff completing mandatory recertification	100%	100%	100%	100%	100%	100%
Applicants hired	46	33	22	33	28	30

- The staff vacancy rate increased in FY 2020 and is estimated to carry into FY 2021 due to a more competitive job market. The FY 2022 estimate is projected to decrease due to focused recruiting efforts.

ADMINISTRATIVE SERVICES

- In FY 2021 the number of applicants hired and the average length of time to hire new employees is estimated to decrease due to a more competitive job market and the department being down one background investigator for several months.
- In FY 2022 the number of applicants hired is projected to increase and the average length of time to hire new employees will decrease with full staffing for background investigations along with the implementation of focused recruiting efforts to increase the number of applicants.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average length of time (in months) to hire new employees	5.8	6.8	6.3	5.9	6.5	5.5
Applications received/processed	1,712	1,854	1,373	1,370	1,000	1,300
Background investigations conducted	630	630	660	626	670	670
Number of training programs completed	4,000	4,100	4,130	4,150	4,300	4,300

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Court Security

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of times Court Security Supervisor assigned to a courtroom	30	28	15	14	15	14
Number of court days	1,848	2,000	1,912	1,754	1,760	1,760
Number of times courtrooms staffed with non-court security personnel	148	180	64	33	65	65
Percent of court days without significant disruptions	95%	96%	97%	97%	97%	97%
Daily average number of people passing through courthouse screening	1,350	1,550	1,536	647	1,250	1,500
Daily average weapons confiscated at screening stations	0	0	0	0	0	0
Daily average number of inmates held in court lockup	29	42	23	15.5	20	25

- Average daily figures are based on days when the courthouse is open to the public.

JUDICIAL SERVICES

- Number of court days is the number of courts operating per workday (i.e. 4 courts = 4 days). This includes Circuit Court, General District Court, Juvenile and Domestic Relations Court, and Mental Health Hearings.
- 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.
- A significant disruption is defined as an unplanned security response to a courtroom.
- 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.
- Starting in FY 2021, the County resumed operations to have all courtrooms open but with a reduced docket, resulting in increases to all performance measure areas (Case numbers, Persons entering the Courthouse, number of court days, etc.).
- The average number of persons passing through the courthouse screening checkpoint decreased in FY 2020 due to COVID-19 restrictions which reduced the number of operating Circuit courtrooms from three to four per day down to one court room operating per day and the number of General District courtrooms reducing from three down to one courtroom per day.
- The daily average number of people passing through courthouse screening increased in FY 2018 and FY 2019 due to a higher number of court cases and court days.
- Due to the adopted COVID-19 protocols and the new use of virtual meeting technology, the daily average number of inmates in the court lockup dropped significantly in FY 2020.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimates	FY 2022 Estimates
Circuit Court cases	18,344	19,000	14,692	11,148	14,000	15,000
District Court cases	77,245	78,500	61,698	42,403	52,000	60,000
Juvenile & Domestic Relations Court cases	10,791	11,000	8,969	7,967	8,500	9,500

- The number of Circuit Court cases decreased in FY 2019 due to more continuances with only three Judges.

Warrant Process

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Legal process service: Attempts/investigations	31,500	32,200	32,400	28,656	31,500	33,990
Legal process service: Papers served	28,500	29,500	29,800	22,218	27,000	31,415
Criminal warrants: Served/Disposed	1,600	1,575	1,550	1,211	1,400	1,648
Criminal warrants: Attempts	3,940	4,500	4,300	5,687	4,740	4,640
Evictions: Executed	350	375	250	211	325	386

JUDICIAL SERVICES

- The FY 2020 decrease in legal process service attempts and papers served is due to a reduction of court cases being held as a result COVID-19 concerns.
- Evictions decreased within the county in FY 2020 as a result of the Virginia Governor's & Supreme Court moratoriums. The Sheriffs' Office worked closely with the county's Department of Human Services to ensure individuals were aware of their rights and services available to them by the county.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Legal process service: Papers received	28,580	31,500	34,300	27,364	30,500	33,990
Criminal warrants: Received	1,650	1,750	1,518	1,049	1,300	1,650
Extraditions	200	220	200	142	175	210
Evictions: Received	650	650	700	821	725	670

- Increase in number of FY 2020 evictions received is due to more citizens inability to pay rent due to COVID-19 related impacts.

Transportation of Inmates

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of transports conducted safely	98%	98%	99%	100%	100%	100%
Prisoners transported	2,700	2,715	1,443	1,584	1,340	1,500

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total transports	2,350	2,362	1,154	1,427	1,291	1,400

- 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).
- Transports conducted safely refers to zero escapes, altercations, and/or vehicular accidents.
- The decrease in the number of prisoners transported and total transports is a result of a decrease in overall jail population.

CORRECTIONS

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Virginia Department of Corrections Accreditations compliance rating	100%	100%	100%	100%	100%	100%
American Correctional Association Accreditations compliance rating	N/A	N/A	99.4%	N/A	N/A	N/A
Average daily population	475	480	460	460	430	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 audit occurring in FY 2023. There are 435 National Standards that must be met in order to achieve accreditation.

Operations

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of shifts in phase 1 lockdown	50	63	87	89	34	40
Number of shifts in phase 2 lockdown	90	157	171	479	672	668

CORRECTIONS

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of shifts in phase 3 lockdown	560	427	381	82	N/A	N/A
Police bookings processed	11,500	11,900	5,923	3,330	N/A	N/A
Daily average state prisoners housed in the detention facility	175	185	160	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 FY 2020 is a result of modifying our phase operations plan, which changed the minimum staffing numbers required for shift. Phase 1 and Phase 2 merged together to make Phase 1 and Phase 3 became Phase 2 starting in September 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 2021 and FY 2022 is due to a number of retirements and resignations.
- Phase 3 lockdowns became Phase 2 lockdowns in September 2019 when Phase 1 and Phase 2 were combined.
- Police bookings will now be completed by the Police Department beginning in FY 2021.
- Due to the closing of Virginia Department of Corrections (VDOC) prisons, the number of State Responsible inmates increased between FY 2017 and FY 2018. However, the state is now accepting more inmates, so this number is expected to remain stable.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Inmate grievances heard	1,295	1,200	803	1065	1118	1174
Total commitments	6,600	6,650	6,450	3,330	3,300	3,300
Total releases	6,600	6,650	6,450	3,430	3,300	3,300
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. The decrease in the number of commitments and releases in the FY 2020 actual amount and the FY 2021 and FY 2022 estimate is due to an increase in the issuance of personal recognizance bonds, which is an issuance of summons' instead of being committed an emphasis on diversion programs and placement on the Pretrial Program from booking.

Inmate Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Rate of successful closure of pretrial participants	95%	95%	93%	95%	95%	95%
Pretrial supervision days	90,994	100,000	64,011	95,000	96,000	100,000
Pretrial average daily population	277	325	176	250	300	325

- Pretrial supervision days and Pretrial average daily population decreased in 2019 due to a reduction in the case load. However, the number of cases started increasing in FY 2020 and that trend is expected to continue.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Community work programs completed	125	126	95	100	100	95
GEDs awarded	5	5	10	5	5	10
Home detention placements	3	6	3	5	5	4

- Due to a restructuring of the program, the number of GEDs awarded increased in FY 2019 and is expected to resume that level in FY 2022.
- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Inmate medical screenings	5,100	5,150	4,389	2,193	3,329	3,329
Inmate physical exams	3,150	3,250	3,927	894	1,465	1,465

- 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 within 14 days of commitment. An annual physical is also completed once a year on those inmates who are incarcerated for more than a year.
- The decrease in the number of inmate physical exams directly correlates to the shortened amount of time inmates are spending in the detention facility. Many inmates are being arraigned and placed on bond within 2-3 days from commitment, physicals must be completed within 14 days of commitment, therefore they are being released prior to the physical being conducted.

CORRECTIONS

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Inmate meals served	565,000	567,000	525,600	319,217	327,600	349,440

- Increases and decreases in the number of meals served is directly related to the overall jail population. The decrease in the number of meals served in the FY 2020 actual amount and the FY 2021 and FY 2022 estimate is due to an increase in the issuance of personal recognizance bonds, which is an issuance of summons' instead of being committed an emphasis on diversion programs and placement on the Pretrial Program from booking.

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.

Alcohol/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. 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

- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of successful program completions	85%	85%	85%	85%	85%	85%
Number of ASAP education programs	29	28	29	20	20	27
Percentage of fees collected in comparison to fees assessed	92%	94%	94%	84%	85%	90%
Maintain compliance with the Virginia Alcohol Safety Action Program standards (percent)	99%	99%	99%	99%	100%	100%

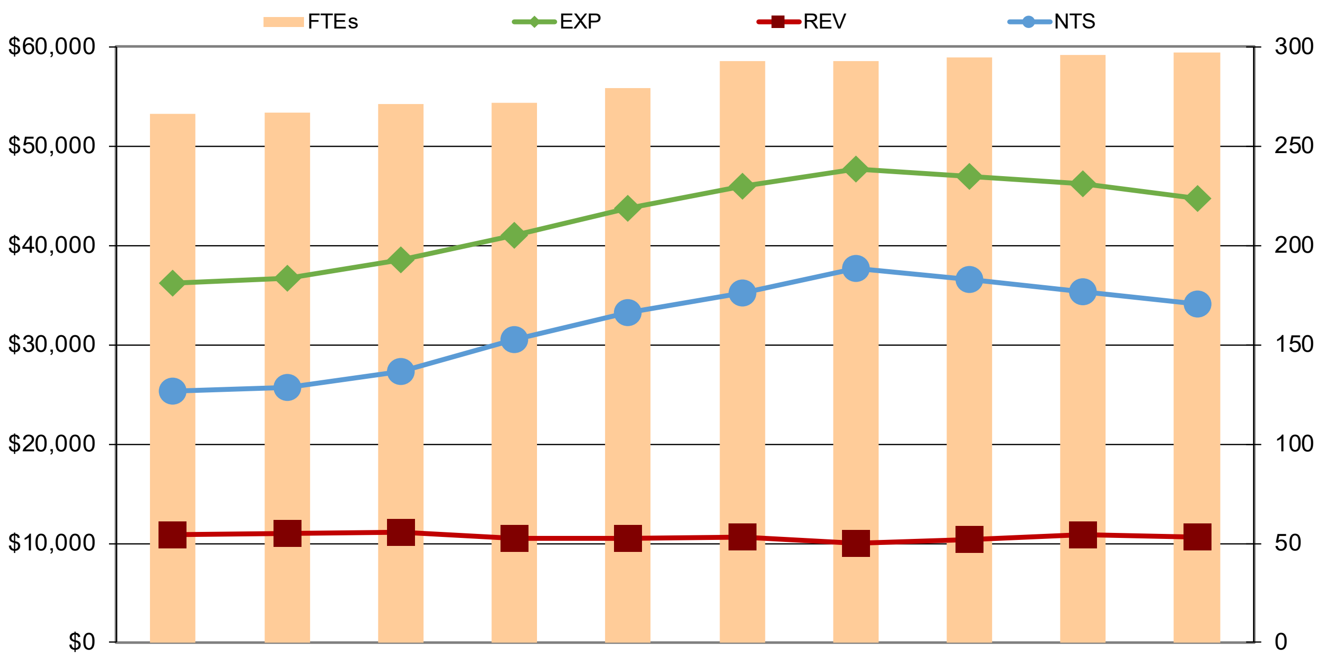
ALCOHOL SAFETY ACTION PROGRAM (ASAP)

- A decrease in ASAP education programs can be the 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. In addition, education classes ended prior to FY 2021 due to the pandemic and online classes did not begin until August 2019 and even then, only on a limited basis to start. As things begin to normalize and as a result of changes being made to the education program by the state, an increase in classes for FY 2022 is expected.
- A program audit is conducted every three years for compliance with the Virginia Alcohol Safety Action Program standards.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of needs identified and referred to appropriate resources	99%	99%	99%	99%	99%	99%
Alcohol referrals	774	725	719	517	550	600
Alcohol education classes	26	29	29	20	20	27
Drug referrals	110	110	96	38	40	80
Drug education classes	3	N/A	N/A	N/A	N/A	N/A
Falls Church referrals	41	40	47	23	34	35
Public awareness presentations	2	3	3	2	0	3

- 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.
- Drug referrals decreased in FY 2021 as a result of a new state law decriminalizing possession of marijuana. At the same time, ASAP is working with the Commonwealth Attorney's office on a new referral option allowing for certain drug offenders to be referred to the Alcohol Safety Action program beginning in FY 2021. Depending on the success of this new program, an increase is expected in FY 2022.
- 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. Scheduled for FY 2021 were three community/public awareness opportunities including the annual county fair, Mothers Against Drunk Driving (MADD) Law Enforcement Awards and participation in ignition interlock training for judges and attorneys. These activities were not carried out and/or postponed due to the pandemic.
- Currently we are seeing a decrease in referrals from Falls Church and the FY 2021 and FY 2022 estimates have been adjusted based on the current number of referrals received.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$36,148	$36,728	$38,527	$41,005	$43,703	$45,919	$47,699	$46,968	$46,193	$44,729
REV	$10,855	$11,051	$11,159	$10,500	$10,504	$10,685	$10,070	$10,344	$10,854	$10,645
NTS	$25,293	$25,677	$27,368	$30,505	$33,198	$35,234	$37,629	$36,624	$35,339	$34,083
FTEs	266.00	267.00	271.00	272.00	279.00	293.00	293.00	295.00	296.00	297.00

Fiscal Year	Description	FTEs
FY 2013	▪ The County Board restored three Deputy Sheriff Positions ($219,617) to help alleviate staffing issues at the Detention Center.	3.00
	▪ The County Board restored a Warrant Processor position ($45,000).	1.00
	▪ 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.	
	▪ Increased Courthouse security fee revenue ($40,000), fingerprinting fees ($2,500), and ASAP fees ($68,077), partially offset by lower projections in Falls Church reimbursements ($4,950).	
	▪ Increased State Compensation Board reimbursements ($611,403), federal prisoner reimbursements ($48,300), and 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.*	*1.00*
FY 2015	▪ Added funding for a Prison Rape Elimination Act (PREA) Coordinator ($166,508).	1.00
	▪ Increase in annual expense for operating equipment for Telestaff maintenance charges ($25,000) and contractual agreements for inmate	

Fiscal Year	Description	FTEs
	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).	5.00
	▪ The County Board added one-time funding for a Deputy Sheriff (1.0 FTE) to expand the Drug Court Program. The salary for this position will be fully charged to the Circuit Court.	1.00
	▪ Swapped contractual services budget ($50,900) to personnel in the conversion of part-time contractors to temporary employees in ASAP ($50,900).	1.00
	▪ Increase due to contractual agreements for inmate medical and pharmaceutical services ($102,835).	
	▪ Decreased Falls Church reimbursements ($172,361), concealed weapons revenue ($2,500), and other miscellaneous fees ($3,450), which are offset by an increase in ASAP referrals ($10,824).	
	▪ Increased prisoner expense reimbursement ($150,000) and Compensation Board reimbursements including salary increases for some deputies ($157,151), offset by a decrease in Federal prisoner reimbursement ($25,000) and Highway Safety Grants ($6,525).	
FY 2017	▪ Added seven new positions including 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.	7.00
	▪ 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 Falls Church reimbursements 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2018	▪ Added seven Sheriff Deputies positions ($295,078); the two Sergeants will be hired in January of 2018, while the five Sheriff Deputies will be hired in two phases: December 2017 and May 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). ▪ Decreased fingerprinting fees revenue ($3,000) and ASAP program fees ($48,013), ▪ Increased 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). ▪ Increased 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).	7.00
FY 2019	▪ The County Board froze six vacant deputy sheriff positions ($510,000) and added $491,000 to fund an additional 3.0 percent market pay adjustment for the Deputy Sheriff, Corporal and Sergeant positions. 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). ▪ Added funding for contractual increases in inmate medical services ($73,036). ▪ Decreased court security fees revenue ($125,000) and ASAP program fees ($35,566). ▪ Increased fee revenue due to higher projections in Falls Church prisoner reimbursements ($41,682). ▪ Increased Prisoner Expense Reimbursement grant ($143,300), Compensation Board reimbursements ($6,978), and the Comprehensive Corrections grant ($4,828). ▪ Decreased Federal Prisoner reimbursement ($6,700).	

Fiscal Year	Description	FTEs
FY 2020	▪ Added two deputy sheriff positions 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 personnel, 2.0 FTEs; $2,000 in ongoing funds and $16,000 in one-time non-personnel funds). ▪ Funded six Sheriff Deputies positions that were frozen in FY 2019 ($543,201). ▪ Added one-time funding for equipment and furnishings in the Detention Center ($200,000). ▪ Increased funding for the inmate medical contract ($108,298) and utilities ($196,252). ▪ Increased court security fee revenue ($300,000). ▪ Decreased Falls Church reimbursements ($280,065) and Alcohol Safety Action Program (ASAP) fees ($13,074). ▪ Increased Compensation Board reimbursement ($184,492), Prisoner Expense reimbursements ($6,500), miscellaneous State grants ($8,120), and the Comprehensive Community Corrections grant ($373).	2.00
FY 2021	▪ Added an Inmate Service Counselor position to work in the new Behavioral Health Court ($120,475). ▪ Increased the inmate care pharmaceutical budget ($206,784) and added one-time funding for recruitment ($75,000) and one-time expenses associated with the addition of the new Inmate Service Counselor ($7,200). ▪ Management of the Justice Center security contract and associated budget was transferred to the Sheriff's Office from the Department of Environmental Services ($340,000). ▪ Decreased court security fee revenue to align budget with actuals ($300,000), fingerprinting fee revenue ($13,000), and Alcohol Safety Action Program (ASAP) revenues ($47,018), partially offset by an increase in projections for Falls Church reimbursements ($9,557). ▪ Increased Compensation Board reimbursement ($356,915).	1.00

OFFICE OF THE COMMISSIONER OF REVENUE
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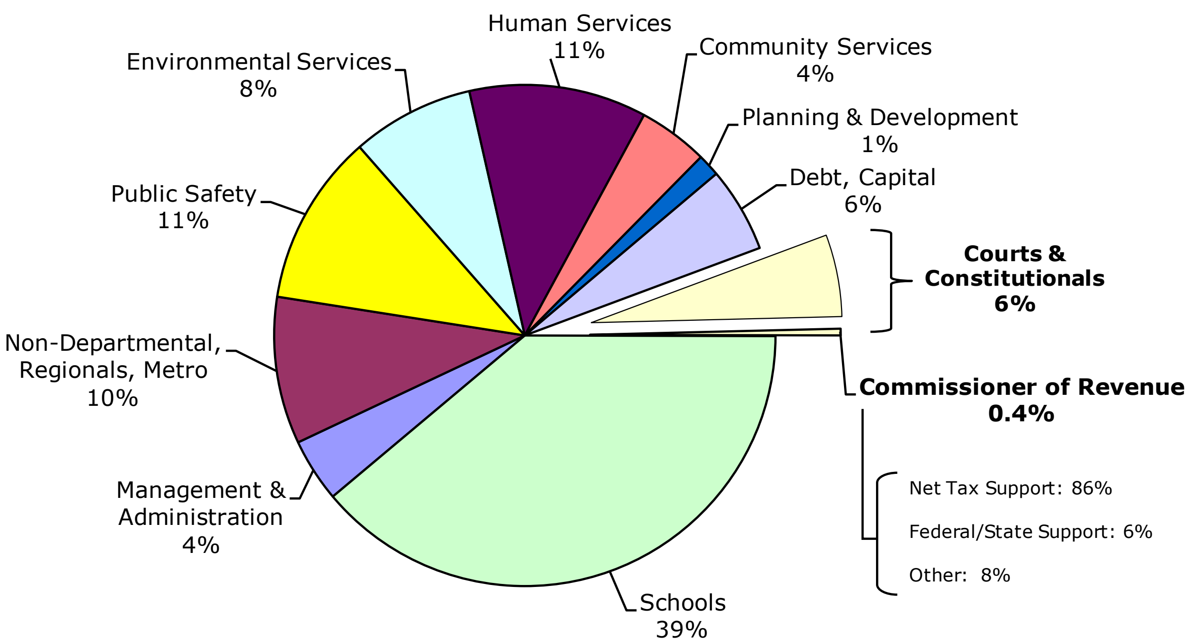
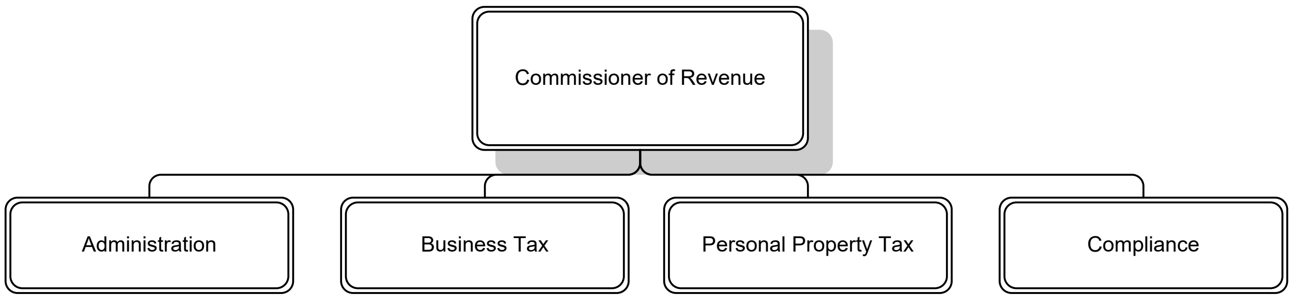
Our Mission: To provide Arlington County residents and businesses with high quality service in meeting their tax obligations.

The Office of the Commissioner of Revenue provides Arlington County residents and businesses with high-quality service in meeting their tax obligations by applying Virginia State and Arlington County tax laws with uniformity, fairness, and integrity. The Office is committed to providing customer advocacy to protect the rights of individual and business taxpayers and resolving those issues not satisfactorily addressed through normal channels.

FY 2022 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 2022 proposed expenditure budget for the Commissioner of Revenue is $5,859,471, a two percent decrease compared to the FY 2021 adopted budget. The FY 2022 budget reflects:

- ↓ Personnel decreases due to the reduction described below.
- ↓ Fee revenue decreases due to adjustments to license plate penalty fees ($10,000) and DMV satellite office fees ($10,000) based on prior year actuals.
- ↓ Grant revenue decreases based on anticipated State Compensation Board reimbursements ($10,527).

FY 2022 Proposed Budget Reduction

Office of the Commissioner of Revenue

↓ Freeze a vacant Management Specialist position ($125,022, 1.0 FTE).
IMPACT: This position supports all functional divisions, and duties will be absorbed by other staff within the office. Freezing this position will impact the Office's ability to maintain service delivery levels in the variety of support functions it provides to the operations of the Commissioner of Revenue Office.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$5,594,343	$5,712,921	$5,623,265	-2%
Nonpersonnel	309,028	236,202	236,206	-
Total Expenditures	5,903,371	5,949,123	5,859,471	-2%
Fees	316,418	340,000	320,000	-6%
Grants	477,604	487,995	477,468	-2%
Total Revenues	794,022	827,995	797,468	-4%
Net Tax Support	$5,109,349	$5,121,128	$5,062,003	-1%
Permanent FTEs (Funded)	53.00	53.00	52.00	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	53.00	53.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Administration	$1,780,851	$1,699,147	$1,578,203	-7%	$797,468	$780,735
Business Tax	2,072,785	2,227,333	2,048,231	-8%	-	2,048,231
Personal Property Tax	1,744,930	1,496,143	1,722,050	15%	-	1,722,050
Compliance	304,805	526,500	510,987	-3%	-	510,987
Total	**$5,903,371**	**$5,949,123**	**$5,859,471**	**-2%**	**$797,468**	**$5,062,003**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Administration	11.00	11.00	0.00	11.00
Business Tax	20.00	20.00	0.00	20.00
Personal Property Tax	16.00	16.00	0.00	16.00
Compliance	6.00	6.00	0.00	6.00
Total FTEs	**53.00**	**53.00**	**0.00**	**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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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%

ADMINISTRATION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of customers served by Advocate	1,298	1,478	1,536	770	800	1,000

- The number of customers served by the Advocate decreased due to the pandemic which resulted in fewer citizens being served through channels such as in-person program outreach to businesses, homeowner associations, and service organizations. In FY 2021 and FY 2022 the reopening of the economy may increase the number of customers that require advocacy assistance.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent business license statutory assessments to total business license returns	5%	7%	7%	6%	10%	8%
Percent business tangible statutory assessments to total business tangible returns	12%	11%	11%	15%	19%	17%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of business license tax returns processed	19,308	20,515	20,152	19,235	20,000	20,000
Number of business tangible tax returns processed	11,098	11,548	11,635	11,575	11,500	11,500
Number of custodial tax assessments	12,309	13,218	14,128	14,322	12,200	12,200

BUSINESS TAX

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of days to respond to customer inquiries	1	1	1	1	1	1
Number of establishments assessed for meals tax	932	949	959	955	875	875

- When a business does not file an annual return with the County, a statutory assessment is made.
- FY 2020 reflects a decrease in business license statutory assessment returns due to Covid-19 business closures/shutdowns and the limitation of the canvassing compliance program resulting in fewer customers filing in a timely and compliant manner. This trend may improve near FY 2021 as the program resumes but dip slightly in FY 2022 as the economy recovers and businesses start filing more timely.
- The number of custodial and meals tax assessments is expected to decrease for FY 2021 and FY 2022 due to business closures and the implementation of the transient occupancy tax (TOT) Accessory Homestay filing frequency from monthly to quarterly.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Call abandon rate	3%	2%	2%	2%	2%	2%
Number of discrete pieces of personal property assessed (vehicles, boats, etc.)	193,130	192,487	204,058	188,612	184,000	185,000
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	93%	95%	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%	12%	10%	10%	10%	10%
Total value of assessments (in billions)	$1.62	$1.61	$1.67	$1.68	$1.63	$1.64

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Number of emails received	12,576	10,611	6,831	4,005	5,000	5,000
Number of tax adjustments	24,220	23,500	19,718	17,998	19,000	18,500
Total calls received	31,034	30,504	30,670	28,607	31,000	31,000

- The value of new vehicle assessments are expected to continue to rise while the value of used vehicles should also remain steady. A slowdown in new vehicle purchases in FY 2021 is expected to result in a drop in overall assessments. With interest rates remaining low and limited volatility in vehicle valuation by National Automobile Dealers Association (NADA), vehicle assessments should begin to increase in FY 2022.
- The number of emails received decreased in FY 2020 as more residents are using self-service resources. However, email traffic is expected to increase for FY 2021 and FY 2022 due to the indefinite closure of in-person service on March 17, 2020.
- In FY 2022 a decrease in tax adjustments is anticipated due to automated DMV account updating. The automated updates will allow Vehicle Personal Property staff to quickly provide tax relief (refunds) on a vehicle when it has been moved out of Arlington or disposed of. The FY 2020 actuals and FY 2021 estimates reflect early billing and tax adjustments.

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.

PERFORMANCE MEASURES

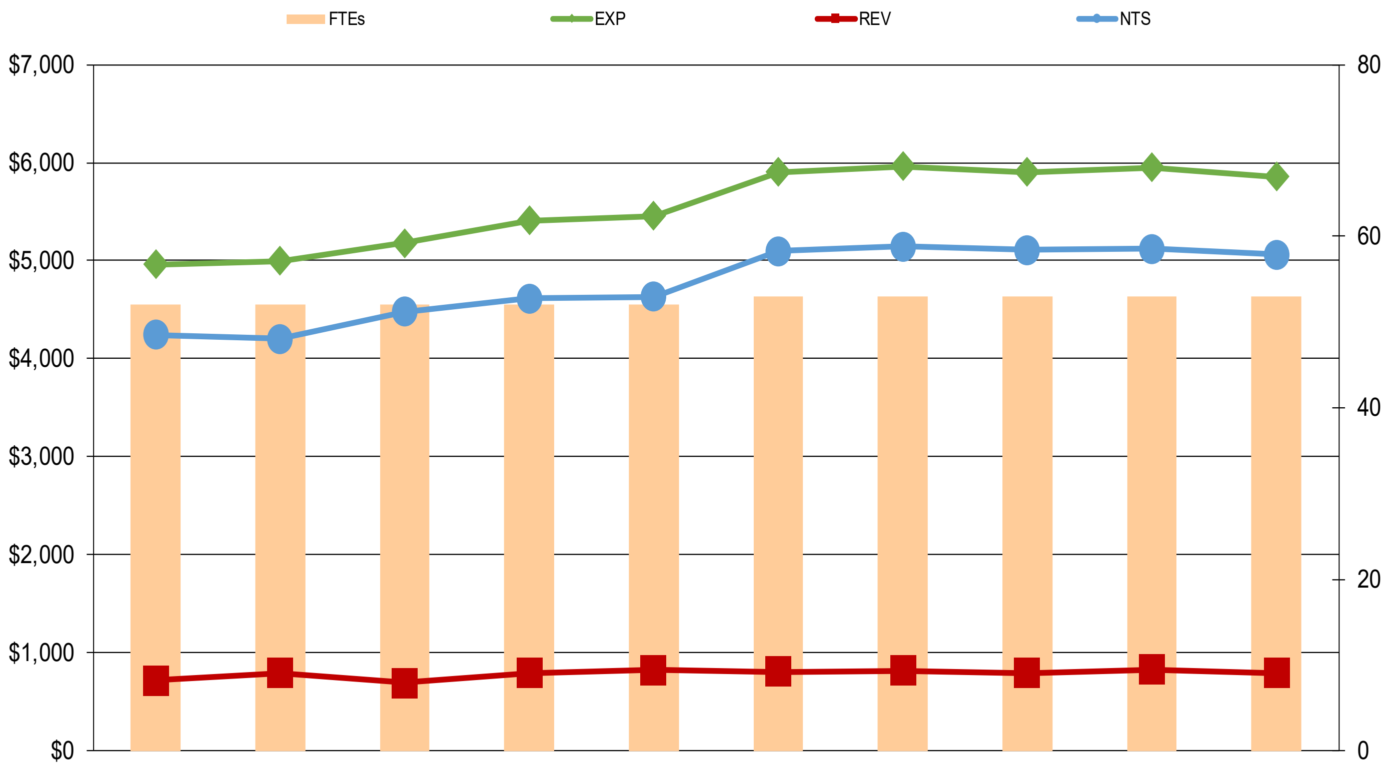
FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Value of Personal Property assessments by Enforcement Program (in millions)	$2.11	$1.87	$2.45	$1.35	$1.80	$1.85

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Enforcement Program letters sent	17,734	17,464	19,135	19,650	21,000	21,500
Summonses issued	1,212	972	1,267	618	700	1000

- The value of personal property assessments by the Enforcement Program dropped in FY 2020 with the temporary suspension of the field visit enforcement process resulting in fewer cases added and vehicles registered. As field collection efforts resume in FY 2021 with modified enforcement schedules, assessment values from the program should steadily increase through FY 2022 as it returns to normal operations.
- The number of enforcement letters sent is expected to increase in the second half of FY 2021 with the restart of a modified field visit schedule utilizing the License Plate Reader (LPR) data collection process. A moderate increase in letters sent is expected to continue into FY 2022 as the office resumes close-to-normal enforcement site visits and other enforcement activities generate initial and follow-up second notices.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$4,959	$4,995	$5,176	$5,410	$5,458	$5,902	$5,964	$5,903	$5,949	$5,859
REV	$718	$793	$697	$794	$826	$808	$819	$794	$828	$797
NTS	$4,241	$4,202	$4,479	$4,616	$4,632	$5,094	$5,145	$5,109	$5,121	$5,062
FTEs	52.00	52.00	52.00	52.00	52.00	53.00	53.00	53.00	53.00	53.00

Fiscal Year	Description	FTEs
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
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,	

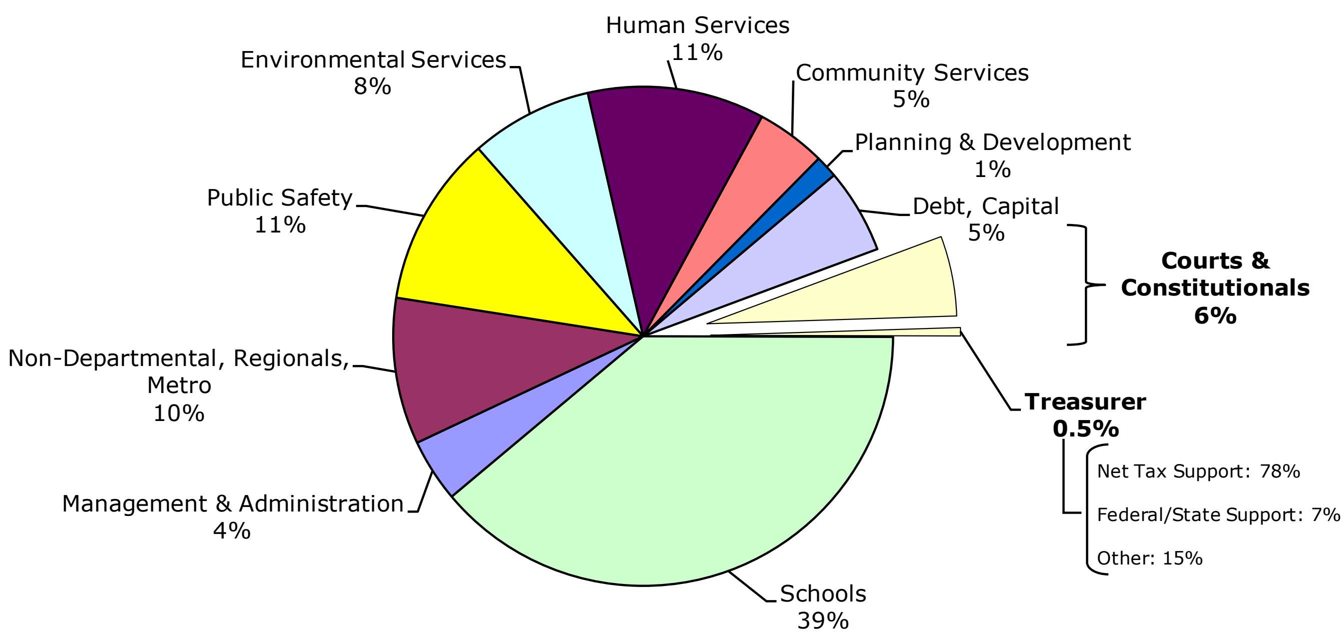
Fiscal Year	Description	FTEs
	and business license and business tangible communication and tax filing as well issuance of business tax license certificates ($125,000). ▪ Reduced annual expense for maintenance and replacement of County vehicles ($82). ▪ Increased grant revenue for State Compensation Board 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.*	
FY 2021	▪ Grant revenue increased due to an increase in State Compensation Board reimbursements ($14,575).	

OFFICE OF THE TREASURER
Carla de la Pava, Treasurer
2100 CLARENDON BLVD., SUITE 201, ARLINGTON, VA 22201
703-228-3255
treasurer@arlingtonva.us

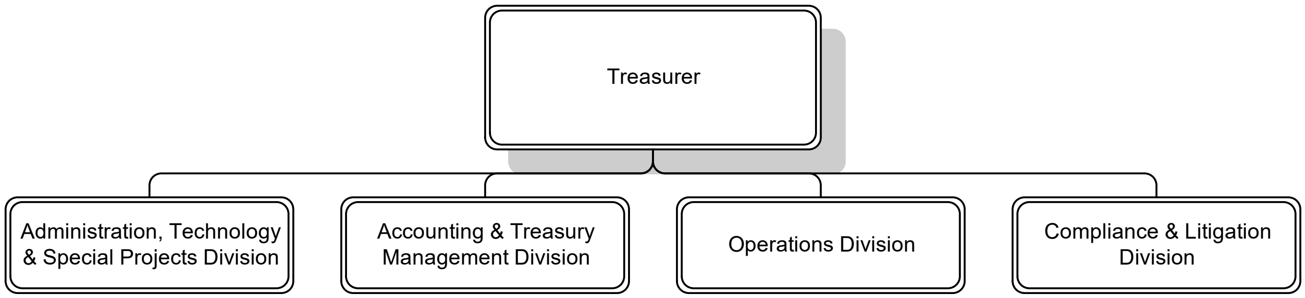
Our Mission: To receive, safeguard, and disburse County funds

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Administration, Technology & Special Projects
- Administration
- Technology
- Special Projects

Accounting
- Accounting
- Treasury Management

Operations
- Customer Service
- Management Information & Billing

Compliance
- Collections
- Liens
- Enforcement
- Litigation

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Treasurer's Office is $7,383,928, a one percent increase from the FY 2021 adopted budget. The FY 2022 budget reflects:

- ↑ Personnel increases due to adjustments from job family studies, partially offset by the reduction itemized below.
- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles ($4,315).
- ↓ Grant revenue decreases based on anticipated State Compensation Board reimbursements ($27,703).

FY 2022 Proposed Budget Reductions

Operations Line of Business

- ↓ Freeze a Treasury Specialist II – Cashier position upon retirement of incumbent midway through FY 2022 ($31,010).

  IMPACT: Freezing the only dedicated cashier position will necessitate the temporary reallocation of another customer service agent to cover the cashier window, leaving fewer employees to respond to customer phone calls, email inquiries, and work items.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change 21 to '22
Personnel	$5,938,323	$6,705,377	$6,764,108	1%
Non-Personnel	556,627	593,125	588,810	-1%
Total Expenditures	6,494,950	7,298,502	7,352,918	1%
Fees	1,055,876	1,117,235	1,117,235	-
Grants	534,307	562,615	534,912	-5%
Total Revenues	1,590,183	1,679,850	1,652,147	-2%
Net Tax Support	$4,904,767	$5,618,652	$5,700,771	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	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Administration, Technology and Special Projects	$1,337,505	$1,385,131	$1,436,901	4%	$534,912	$901,989
Accounting and Treasury Management	1,211,664	1,402,222	1,447,428	3%	30,000	1,417,428
Operations	1,634,198	1,874,753	1,823,505	-3%	152,735	1,670,770
Compliance and Litigation	2,311,583	2,636,396	2,645,084	-	934,500	1,710,584
Total	**$6,494,950**	**$7,298,502**	**$7,352,918**	**1%**	**$1,652,147**	**$5,700,771**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Administration, Technology and Special Projects	9.00	9.00	-	9.00
Accounting and Treasury Management	11.00	11.00	-	11.00
Operations	18.00	18.00	-	18.00
Compliance and Litigation	24.66	24.00	0.66	24.66
Total FTEs	**62.66**	**62.00**	**0.66**	**62.66**

ADMINISTRATION, TECHNOLOGY, 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.

Technology

- Performs information systems design, testing, documentation, and programming.
- Provides analysis and reporting beyond what vendor-supplied systems can deliver.
- Provides coordination and support to vendor-supplied systems as well as end-users on software and hardware matters.
- Manages procurement for new I.T. contractors.
- Provides software and physical security for the office.
- Serves as liaison with County I.T. and other departments and projects.
- Supports the office in pursuit of future efficiencies, cost savings, and innovations.

Special Projects

- 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.
- Researches customer inquiries and provides written direct communication with customers.
- Creates annual reports and community presentations on real estate taxes, delinquency rates, and other topics.

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 Fund and all other funds.
- Reports and remits funds received on behalf of the Commonwealth (e.g., estimated state income tax payments and transient occupancy tax) and reports abandoned property to the Commonwealth.
- Ensures the integrity of transactions entered into the general and subsidiary ledgers.
- Monitors established control procedures.
- Completes bank reconciliations.
- Develops policies and procedures to ensure that internal controls and the security of County funds are maintained.

Treasury Management

- Monitors the receipt of funds.
- Forecasts cash flow 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

ACCOUNTING AND TREASURY MANAGEMENT

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Balance of funds managed by the Treasurer at June 30	$731,574,292	$738,248,185	$721,198,983	$771,558,543	N/A	N/A
Balance of Unexpended Bond Proceeds at June 30 (SNAP – State Non-Arbitrage Program)	$338,179,591	$376,228,299	$405,663,541	$206,832,275	N/A	N/A
Total Funds Balance as of June 30	$1,069,753,883	$1,114,476,484	$1,126,862,524	$978,390,818	N/A	N/A

- Although the Treasurer's Office reports on the Balance of funds managed, the Balance of Unexpended Bond Proceeds (SNAP), and the Total Funds Balance as of June 30, the amount of funds in these accounts is inherently dependent upon actions by the County Board and spending by the County.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of bank accounts managed and reconciled at June 30	59	64	60	58	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	8/12	2/12	12/12	N/A	N/A
Investment Interest Income (Cash Basis)	$7,068,521	$13,834,388	$20,820,380	$17,924,877	N/A	N/A

- The number of managed accounts increased is expected to remain flat for FY 2021 and FY 2022.

ACCOUNTING AND TREASURY MANAGEMENT

- In FY 2020, the number of months that investment performance was greater than the 90-day T-bill rate increased due to the falling short-term interest rates. Future interest rates cannot be accurately forecasted.
- During the FY 2016 to FY 2019 period, interest income increased annually as the Federal Reserve increased the benchmark target interest rate. In FY 2020, the Federal Reserve lowered the benchmark target interest rate to 0.00% - 0.25% in response to COVID-19. This will result in lower Investment Interest Income (Cash Basis) in FY 2021 as well, though it is not possible to estimate interest income without an estimate for the Balance of Funds Managed.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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

OPERATIONS

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 in-person, 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Customer Service Section

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of Real Estate Registrations completed within one week	95%	89%	52%	84%	88%	90%
Real Estate returned mail items processed	2,900	2,198	1,903	2,031	2,000	2,000
Number of new CAPP profiles	13,128	14,552	14,482	16,609	17,300	18,000
Number of transactions processed through the online payment portal (e-check and credit card)	239,907	255,131	265,298	254,748	270,000	275,000
Number of automated payments processed (bank account debit)	45,612	48,031	49,968	47,786	49,000	50,000
Number of cashier payments	95,676	89,580	74,055	58,044	50,000	50,000
Dog license payments received	$69,981	$84,185	$80,752	$127,660	$126,900	$120,000
Dog license sales (accounts)	3,949	4,614	4,336	4,456	4,300	4,200
Manual real estate registration transfers	6,487	5,889	6,448	6,224	6,400	6,400
Customer email responses	7,195	15,786	12,948	9,119	9,500	9,500
Customer maintenance work items completed	30,532	28,154	34,346	31,132	30,400	30,000
Customer phone calls answered	31,640	34,594	38,663	30,878	31,000	30,000
Number of TAP loans	60	98	115	138	140	140
Total dollar amount of TAP loans	$153,716	$219,705	$252,753	$1,120,360	$500,000	$450,000

- 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. The following year, FY 2020 real estate registrations completed within one week returned to a more normal level as expected.
- 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 2020, the number of returned mail items increased along with the growing number of stale addresses as more time passed since the DREA address clean-up project.

- In FY 2018, the Treasurer's Office initiated an outreach initiative which brought more attention to CAPP, resulting in an increase in registered profiles. FY 2020 saw a significant increase as online registrations skyrocketed in May and June as a result of the pandemic lockdown.
- FY 2020 saw a dramatic drop in cashier payments due to the pandemic and the office being closed to the public for the last quarter of the fiscal year. In-person payments are not expected to return to previous levels as many customers have now transitioned to more convenient and efficient payment methods.
- Dog license payments received in FY 2020 were higher than in previous years as a result of increased outreach and communication with the public related to the implementation of the lifetime license. The lifetime license also carries a higher fee than the former one- and three-year license renewal options. Revenue is expected to decrease in FY 2022 as the registered pet accounts that existed prior to the lifetime license will have been through the renewal cycle.
- The number of manual real estate registration transfers fluctuates with the number of real estate sales and transfers.
- The number of customer email responses decreased in FY 2020 primarily due to the elimination of the County decal and the introduction of the lifetime dog license.
- The number of customer maintenance work items in FY 2020 decreased with the elimination of certain types of work items with the rollout of the system upgrade.
- Call volume for FY 2020 saw a dramatic drop because taxpayers are now more familiar with immediate billing for closed Vehicle Personal Property tax accounts. A significant number of calls were also eliminated with the transition to lifetime dog licenses and the elimination of the County decal.
- The number of Taxpayer Assistance Program (TAP) loans increased in FY 2018 and FY 2019 because of a Treasurer's Office outreach initiative. In FY 2020, the number of TAP loans increased again when customers hit hard by the pandemic sought extended payment plans.
- The total dollar amount of TAP loans increased as the number of accounts increased. There was a dramatic increase in the total dollar amount of TAP loans in FY 2020 when owners of larger properties sought extended payment plans due to the pandemic. It is anticipated that this total dollar amount will begin to decrease with FY 2021 as the pandemic recedes.

Management Information and Billing Section

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of initial tax bills sent a minimum of 30 days prior to due date	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of bills and notices mailed	237,268	237,488	251,719	244,772	240,000	240,000
Number of automated payments processed (bank account debit)	45,612	48,031	49,968	47,786	49,000	50,000
Number of tax deposits	8	2,264	280	136	50	50

OPERATIONS

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of fleet vehicles billed through the Fleet Payment Program	10,288	11,564	11,564	10,845	10,500	11,000
Number of tax bills processed through mortgage companies and tax services	72,411	71,319	69,352	71,282	72,000	72,000
Number of electronic payments from outside sources (CheckFree, E-Box)	40,070	41,200	37,348	36,699	35,000	33,500
Number of transactions processed through the wholesale & retail lockbox system	168,240	156,408	144,221	131,256	125,000	117,500
Number of refunds issued	17,854	19,153	16,463	15,427	15,500	15,500
Decal issuance	186,545	185,972	189,432	N/A	N/A	N/A
Motor Vehicle License revenue	$5,001,539	$4,943,439	$4,615,769	$5,556,136	$5,500,000	$5,500,000

- 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 resulting 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 continued in FY 2020 and is expected to continue in FY 2021 and FY 2022.
- The number of vehicles billed through the Fleet Program decreased in FY 2020 because there were fewer customers choosing to lease a vehicle.
- The number of electronic payments from outside sources is expected to continue to decrease due to the Operations Division’s efforts to encourage taxpayers to sign up for Customer Assessment and Payment Portal and/or enroll in the Automatic Bank Debit program.
- The number of lockbox transactions has continued to decline in line with national trends, the availability of convenient and easy on-line payments through CAPP, and the pandemic. It is anticipated that the number of lockbox transactions will continue to decrease as fewer people write checks.
- The number of refunds is highly dependent on assessment changes, vehicle prorations, and accidental overpayments, making it very difficult to predict.
- In April 2019, the County Board voted to eliminate the requirement to display a County decal. Therefore, effective FY 2020, there will be no decals issued going forward.
- “Decal Revenue” has been renamed “Motor Vehicle License Revenue.” The motor vehicle license fee revenue increased in FY 2020 because the fee is not refundable whereas the decal fee was previously refunded if the decal was returned.

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 (i.e. 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.
- Identifies 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Compliance and Litigation Division

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Delinquent clearances: total clearances	$32,299,734	$31,267,795	$30,598,755	$30,079,493	$34,187,600	$34,087,600
Compliance: total clearances/FTEs	$1,309,803	$1,267,956	$1,240,825	$1,219,769	$1,386,358	$1,382,303

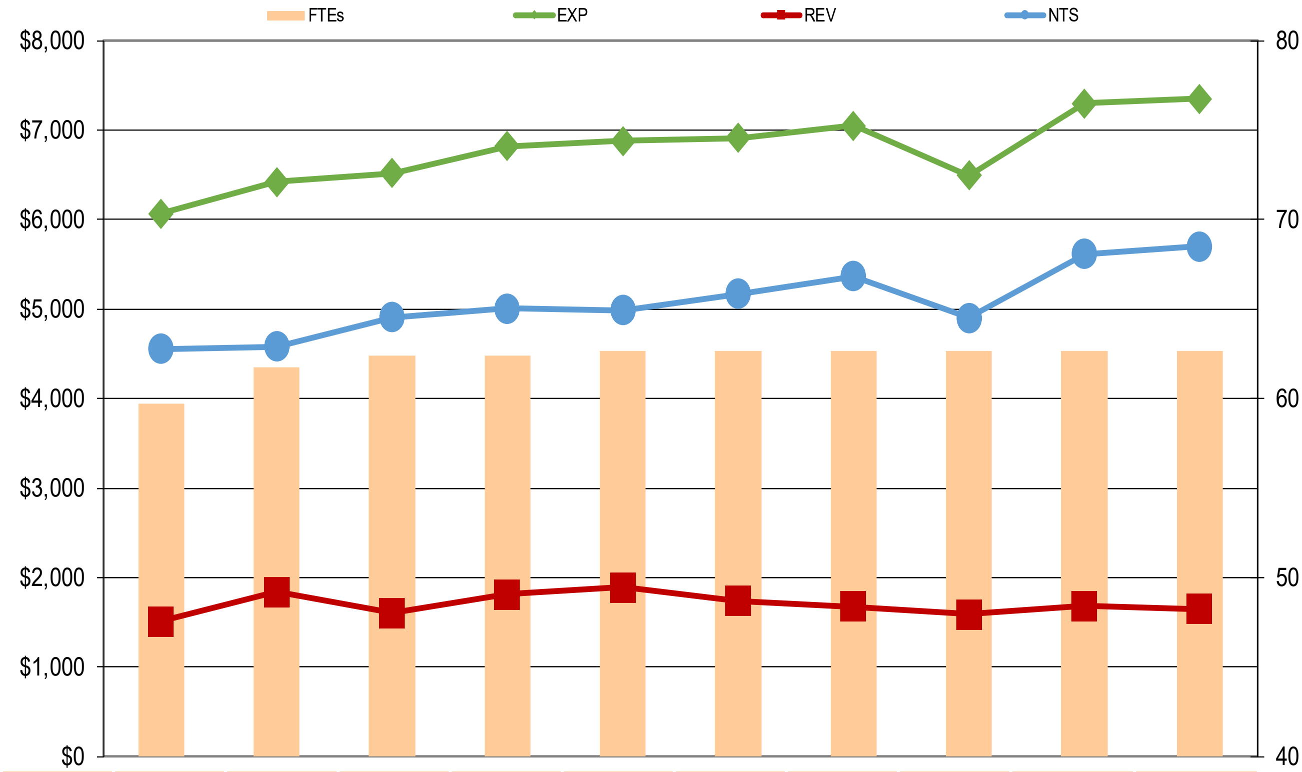
Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Administrative collection fees - compliance	$769,672	$718,476	$618,301	$649,351	$640,000	$640,000
Administrative collection fees - court collections	$431,747	$338,234	$353,269	$198,439	$197,600	$197,600
Delinquent clearances: business license	$7,458,800	$6,761,218	$6,355,237	$4,598,987	$5,500,000	$5,500,000
Delinquent clearances: other debt	$627,002	$653,127	$669,648	$363,620	$100,000	$200,000
Delinquent clearances: other taxes	$2,404,783	$1,898,234	$2,089,221	$2,022,319	$1,500,000	$1,800,000
Delinquent clearances: parking tickets	$3,325,137	$3,288,814	$3,481,519	$2,892,010	$3,500,000	$3,500,000
Delinquent clearances: personal property	$9,371,522	$9,590,158	$8,606,379	$7,263,285	$8,600,000	$8,600,000
Delinquent clearances: real estate	$6,611,282	$7,019,638	$7,422,007	$11,437,076	$13,500,000	$13,000,000
Delinquent clearances: courts	$1,299,789	$999,895	$1,003,173	$654,040	$650,000	$650,000

- In FY 2020, total clearances decreased due to significant collections challenges resulting from the pandemic. The long-term impacts of the pandemic make it difficult to predict clearances for FY 2021 and FY 2022; however, as the total dollar amount moving into collections increases, an increase in clearances is expected.
- Administrative collection fees - Compliance: This includes the commissions earned for collection of delinquent accounts assigned by County departments as well as the fees collected for all other delinquent account types. Collection fees vary 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. In FY 2020,

fees decreased because as the pandemic took hold, the Supreme Court of Virginia suspended collections in the court system and no new debts were referred to the Treasurer's Office for collection.

- In FY 2020, delinquent clearances for business license tax decreased because of the pandemic. An increase is anticipated in FY 2021 based on mid-year analysis. Thereafter, clearances are expected to begin to recover from the impacts of the current pandemic.
- Delinquent clearances for other debt are dependent on debt assigned to the Treasurer's Office by County departments. In FY 2020, delinquent clearances for other debt decreased because collections on both previously assigned and new debt stopped after the onset of the pandemic. Clearances are expected to start increasing again in FY 2022 once debt is referred to the Division again.
- Delinquent clearances for other taxes are expected to decrease in FY 2021 along with the decrease to economically sensitive tax receipts such as meals tax and are expected to start recovering in FY 2022.
- Delinquent clearances for parking tickets are dependent upon the number of parking tickets issued. In FY 2020, delinquent clearances decreased because the Police Department issued fewer tickets and stopped boot and tow efforts due to the pandemic. In FY 2021, they are expected to increase because the Police Department has resumed issuance of parking tickets and boot and tow efforts.
- Delinquent clearances for personal property decreased in FY 2019 and FY 2020 because the total dollar amount that went delinquent was lower. In FY 2021 clearances are expected to increase as the total dollar amount that goes into collections increases.
- Delinquent clearances for real estate increased in FY 2020 because the total dollar amount that went delinquent increased. Due to the current economic environment, delinquencies for FY 2021 are expected to remain elevated through the end of the fiscal year.
- Delinquent clearances for courts decreased in FY 2020 because in March 2020 the Supreme Court of Virginia suspended all functions in the court system so no new debts were transmitted to the Treasurer's Office for collection from March 2020 through the end of the fiscal year.

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



$ in 000s	FY 2013 Actual	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$6,068	$6,423	$6,516	$6,821	$6,879	$6,914	$7,049	$6,495	$7,299	$7,353
REV	$1,512	$1,840	$1,607	$1,812	$1,891	$1,741	$1,679	$1,590	$1,680	$1,652
NTS	$4,556	$4,583	$4,909	$5,009	$4,988	$5,173	$5,370	$4,905	$5,619	$5,701
FTEs	59.75	61.75	62.41	62.41	62.66	62.66	62.66	62.66	62.66	62.66

Fiscal Year	Description	FTEs
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.	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	

Fiscal Year	Description	FTEs
FY 2021	▪ Increased dog license revenue ($61,500) based on the demand for lifetime licenses and grant revenue ($17,000) for increase in State Compensation Board reimbursements. ▪ Decreased court collections ($61,500) due to the continuing impact of the Supreme Court of Virginia ruling in FY 2019 that further decreased the number of delinquent court accounts referred to the Treasurer for collection.	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

Gretchen Reinemeyer, Registrar

2100 CLARENDON BLVD., SUITE 320, ARLINGTON, VA 22201

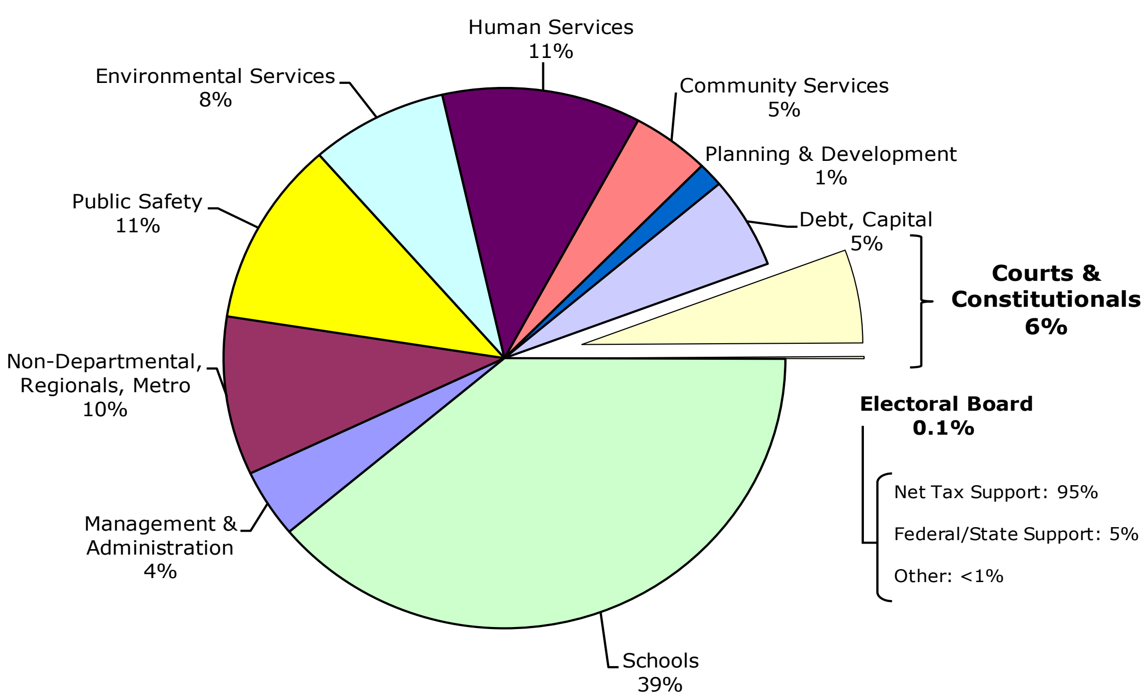
703-228-3455

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.

FY 2022 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS

Office of the Electoral Board and Voter Registration

Office of the Electoral Board and Voter Registration

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Electoral Board is $1,828,491, no change from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ Personnel increases primarily due to adjustments to salaries resulting from job family studies for Assistant Registrars ($117,409), and adjustments to salaries resulting from the proposed increase in the living wage from $15 to $17 per hour ($3,815), and the addition of a Mail Ballot Assistant ($76,000, 0.50 FTE), partially offset by to the removal of one-time funding for the Presidential Election ($89,065) and lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel expenses decrease due to the removal of one-time funding related to the CY 2020 Presidential Election ($141,835).
- ↑ Permanent FTEs increase due to the conversion of a temporary one-time funded Early Voting Coordinator position to a permanent position with ongoing funding.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$885,725	$1,063,838	$1,198,687	13%
Non-Personnel	573,797	771,639	629,804	-18%
Total Expenditures	1,459,522	1,835,477	1,828,491	-
Fees	2,206	200	200	-
Grants	255,599	83,907	83,907	-
Total Revenues	257,805	84,107	84,107	-
Net Tax Support	$1,201,717	$1,751,370	$1,744,384	-
Permanent FTEs	7.00	7.00	8.00	
Temporary FTEs	1.80	2.80	1.80	
Total Authorized FTEs	8.80	9.80	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).

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures.

Critical Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Actual	CY 2021 Estimate	CY 2022 Estimate
Number of ballots mailed (November Election)	5,996	10,353	3,618	59,927	40,000	40,000
Number of early voters (November Election)	8,497	12,497	3,583	59,927	30,000	20,000
Number of Election Officers at polls (November)	365	506	408	782	400	400
Percentage of Election Officers attending training classes (November)	100%	100%	100%	100%	100%	100%
Number of volunteer hours utilized	36	92	35	560	30	30
Number of new voters registered	10,307	13,882	11,905	16,689	12,000	10,000
Transfers in from rest of State	6,680	8,047	6,552	8,429	7,000	6,000
Address changes within Arlington	13,129	8,695	7,033	8,634	9,000	8,000
Number of data entry transactions	73,099	70,410	47,451	148,365	100,000	110,000
Total active registered voters (November)	143,813	150,820	152,092	166,996	165,000	155,000
Total inactive registered voters (November)	17,375	19,763	14,149	11,853	18,000	15,000
Total voters voting (November)	85,382	107,545	56,045	131,079	90,000	110,000
Percent of registered voters voting (November)	59%	71%	37%	79%	60%	70%

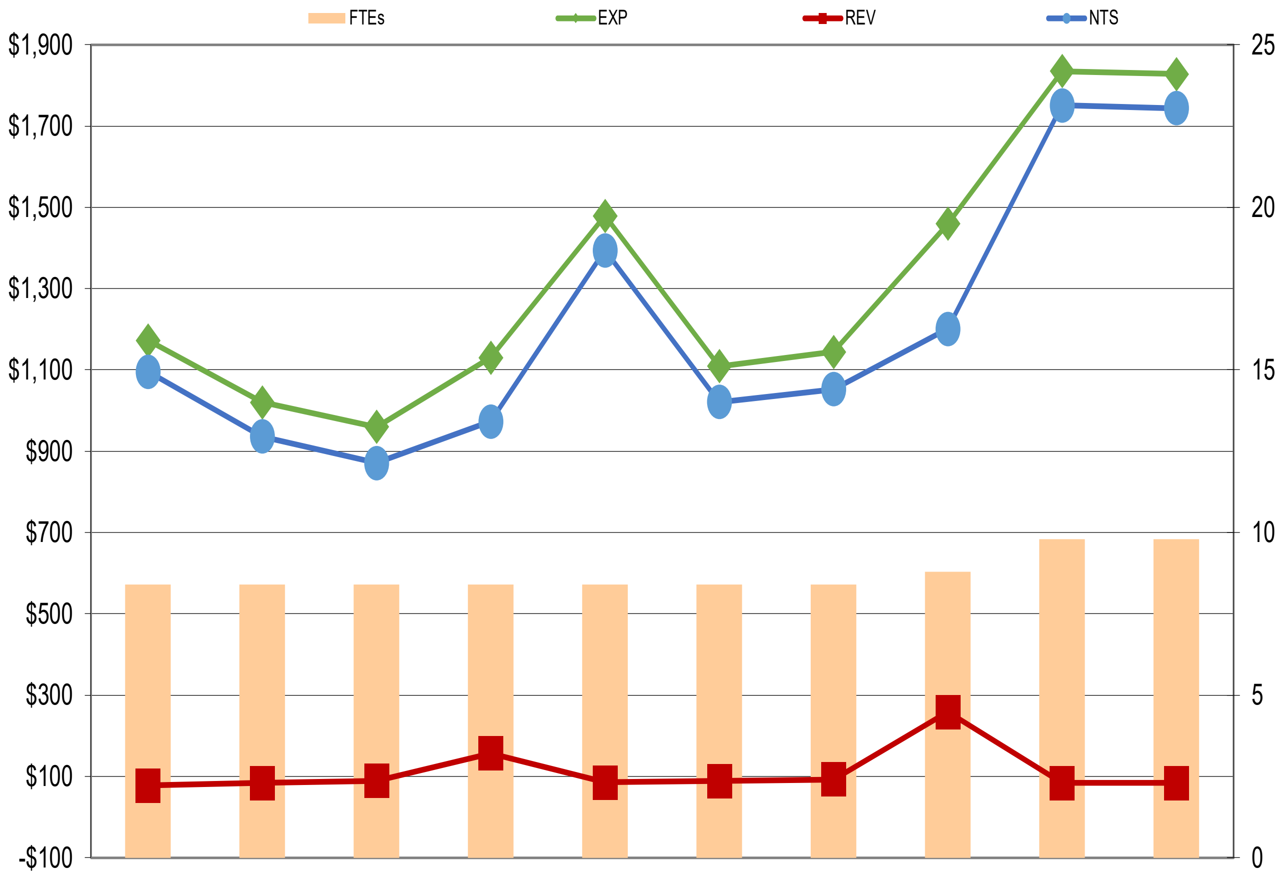
- These measures are based on calendar year (CY) estimates.
- Virginia's mail ballot rules were expanded in FY 2020. All voters can request a mail ballot. The number of mail ballots will continue to be high next year as Virginia adds a permanent mail ballot list. This list will mail ballots to voters automatically making the process of voting by mail easier.
- 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. 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

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

population, and an increase in list maintenance activities run by the Department of Elections. Many of the measures are significantly higher in CY 2020 due to the higher interest and turnout for four elections including a Presidential election and an increase in mail ballot applications.

- 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 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 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 as well as the 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 Office; 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.
- Elections in CY 2022 include the November 2, 2021 General Election for the offices of Governor, Lieutenant Governor, Attorney General, House of Delegates, County Board, and School Board. There is also the possibility of a primary in June 2022.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$1,172	$1,020	$960	$1,130	$1,479	$1,109	$1,144	$1,459	$1,835	$1,828
REV	$77	$84	$89	$157	$85	$88	$92	$258	$84	$84
NTS	$1,095	$936	$871	$973	$1,394	$1,021	$1,052	$1,201	$1,751	$1,744
FTEs	8.40	8.40	8.40	8.40	8.40	8.40	8.40	8.80	9.80	9.80

Fiscal Year	Description	FTEs
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	▪ Eliminated one-time funding for the CY 2016 Presidential Election ($479,691). ▪ Increased revenue 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
FY 2021	▪ Added one-time funding for an Absentee Voting & Operations Coordinator ($75,000, 1.0 temporary FTE).	1.0

Fiscal Year	Description	FTEs
	▪ Added one-time funding for the CY 2020 Presidential Election ($89,065 in personnel; $141,835 in non-personnel). ▪ Removed a one-time State reimbursement for a Presidential Primary Election ($76,510), partially offset by an increase based on prior year actuals ($675).	

Department of Public Safety Communications and Emergency Management
Aaron Miller, Director
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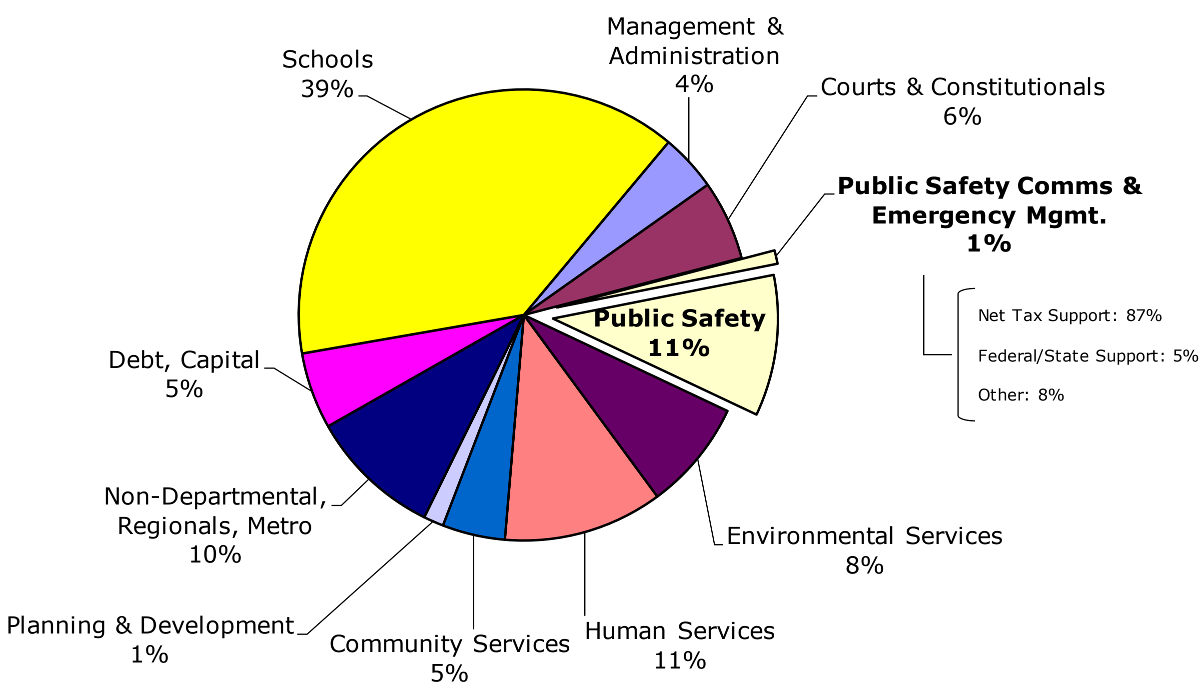
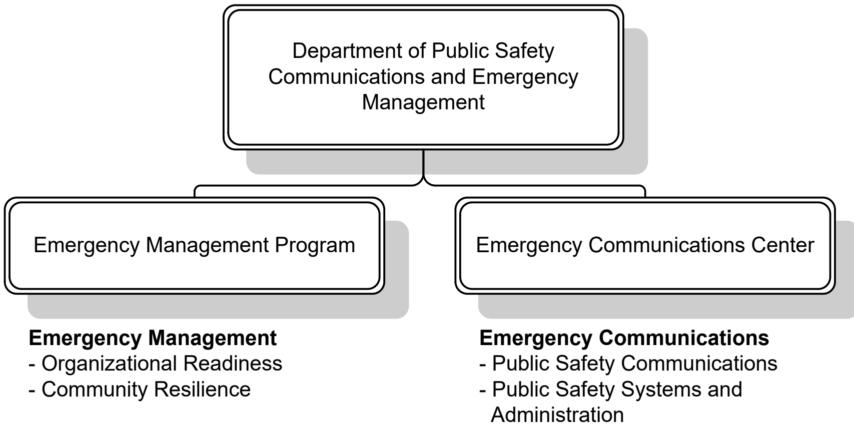
Our Mission: To coordinate emergency preparedness and response capabilities, resources and outreach for the Arlington Community

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. To accomplish these goals, DPSCEM programs include: emergency planning, response and recovery; 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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Department of Public Safety Communications and Emergency Management (DPSCEM) is $13,190,698 a three percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases due to the reductions itemized below and the transfer out and reclassification of a vacant Emergency Communications Assistant Supervisor position ($107,722, 1.0 FTE) to the Human Resources Department to assist DPSCEM with strategic human resource and administrative support, such as recruitment, selection, onboarding and other personnel matters.
- ↓ Non-personnel decreases primarily due to the reductions itemized below and the expiration of the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) ($35,000), partially offset by the addition of one-time funding for Emergency Call-taker training as outlined by the Police Practices Group ($65,000), increases in the maintenance of the radio system ($39,219), the re-allocation of the Urban Areas Security Initiative (UASI) regional preparedness grant program costs from personnel to contractor support ($87,277).
- ↓ Fee revenues decrease due to a modified agreement with Falls Church for reimbursement of applicable 9-1-1 costs associated with providing services ($351,288).
- ↓ Grant revenue decreases primarily due to the expiration of the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) ($35,000).

FY 2022 Proposed Budget Reductions

Emergency Communications

- ↓ Freeze two vacant Emergency Communications Call Takers ($171,638, 2.00 FTEs).

<u>IMPACT:</u> The loss of two positions will reduce the amount of staff available to handle administrative, non-emergency calls. These types of calls represent 65% of the center's call volume and can be extremely time consuming. Staff may have to implement operational changes to this process in order to prioritize calls with the resources available.

- ↓ Reduce overtime budget for 9-1-1 call taking and dispatching ($250,000).

  IMPACT: While this reduction will affect staff's ability to handle administrative non-emergency calls, department leadership will modify departmental policy to ensure that the budgetary reduction has minimal impact on the most critical aspects of emergency communication operations and institute operational changes to prioritize emergency calls strategically with available resources.

- ↓ Reduce Emergency Communications Center contractual budget for public safety radio maintenance and administration ($200,000).

  IMPACT: DPSCEM has re-organized some internal functions and invested in technological advancements resulting in an improved efficiency of the interoperability communications program. As a result, staff can improve and maintain some aspects of the system without relying on contractor support, resulting in contractual savings to the County.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$9,134,780	$9,363,032	$8,967,955	-4%
Non-Personnel	4,956,168	4,344,100	4,300,293	-1%
Sub-total Expenditures	14,090,948	13,707,132	13,268,248	-3%
Intra-County Charges	(77,550)	(77,550)	(77,550)	-
Total Expenditures	14,013,398	13,629,582	13,190,698	-3%
Fees	730,547	1,396,055	1,090,104	-22%
Grants	1,082,713	687,687	650,055	-5%
Total Revenues	1,813,260	2,083,742	1,740,159	-16%
Net Tax Support	$12,200,138	$11,545,840	$11,450,539	-1%
Permanent FTEs (Funded)	74.50	75.50	72.50	
Permanent FTEs (Frozen, Unfunded)	-	-	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	74.50	75.50	74.50	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Emergency Management	$3,163,399	$2,750,122	$3,111,478	13%	$650,055	$2,461,423
Emergency Communications	10,849,999	10,879,460	10,079,220	-7%	1,090,104	8,989,116
Total	**$14,013,398**	**$13,629,582**	**$13,190,698**	**-3%**	**$1,740,159**	**$11,450,539**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Emergency Management	20.00	22.50	-	22.50
Emergency Communications	55.50	52.00	-	52.00
Total	**75.50**	**74.50**	**-**	**74.50**

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).
- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

EMERGENCY MANAGEMENT

Organizational Readiness

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of FEMA's Core Capabilities addressed by the OEM Training & Exercise Program (in support of a National Preparedness Goal)	59%	63%	66%	72%	72%	75%

- DPSCEM conducts County-wide and regional trainings and exercises which are a key part of developing emergency management functionality. In FY 2020, DPSCEM did not conduct any new trainings or exercises due to staff vacancies and then COVID focused efforts by DPSCEM staff. In FY 2021, staff will review the After-Action Report, and determine if any new capabilities were improved upon during the prolonged activation and response to both COVID and the unique challenges of the general election and inauguration. The current number supported in FY 2021 is 23 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.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Emergency Operation Center (EOC) activations	5	5	4	5	5	5
Percent of employees signed up for Arlington Alert	62%	63%	67%	100%	100%	100%

- The EOC serves as the communications and resource coordination center during an emergency and is staffed by DPSCEM and Emergency Support Function (ESF) personnel. In FY 2020, the EOC has been staffed and operational since March 2020 to support COVID-19 operations. Throughout that time, the EOC was also activated in various levels for primary elections, general election and protests impacting the National Capital Region. Due to COVID-19, there were no special events such as the Marine Corps Marathon or Army Ten Miler that required EOC activation.
- 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. Changes made to the registration of employees allowed staff to be registered to receive Employee Alert notifications, allowing the County to reach the goal of 100% of employees registered in FY 2020.

EMERGENCY MANAGEMENT

Community Resilience

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of Arlington population registered for Arlington Alert	10%	11.4%	12.3%	13.4%	14.3%	15.3%
Percent of outreach events focused on vulnerable populations	24%	33%	20%	40%	80%	80%

- 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. Outreach efforts were curtailed in FY 2020 due to the COVID-19 response and social distancing measures. In FY 2021, staff's outreach is only focused on COVID-19 response and education efforts and is mostly focused on vulnerable populations. This is anticipated to be an outreach posture that continues into FY 2022.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent increase in subscribers to Arlington Alert	14%	7%	8%	10%	7%	7%

- Arlington Alert continues to add new registrations on an annual basis, with over 13 percent of the population now registered for this specific tool. Community enrollment for FY 2021 is based on anticipated registrations due to the critical nature of the messaging during the COVID-19 response. Increased enrollment is typically driven by engagement and outreach as well as real world 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. The FY 2020 increase is higher due to the July 2019 flood and the subsequent increase in registration following that event.

EMERGENCY COMMUNICATIONS

PROGRAM MISSION

To receive and process Arlington's 9-1-1 emergency calls and non-emergency calls in order to efficiently dispatch Police, Fire, and Emergency Medical Services (EMS). The activities below meet the 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

- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average duration (in seconds) of 9-1-1 calls	108.9	108.8	103.6	103.17	104.0	104.0
Average time (in seconds) from initial CAD entry to dispatch	31.21	31.84	32.20	32.54	32.50	32.50
Percent of 9-1-1 calls answered in less than or equal to 15 seconds	N/A	87%	81%	85%	85%	85%
Percent of 9-1-1 calls with ring time in less than or equal to 15 seconds	N/A	100%	100%	95%	95%	95%

- 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.

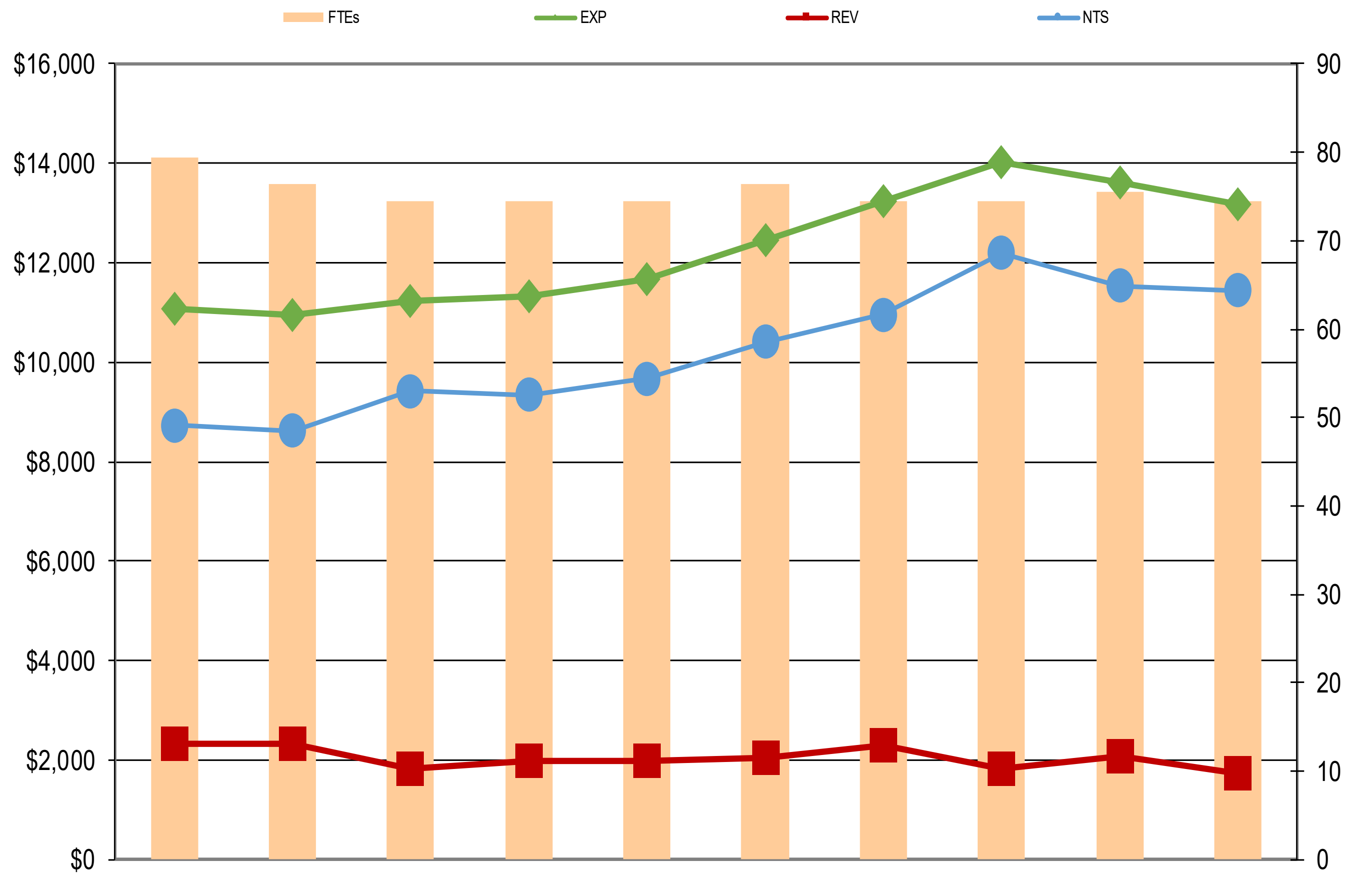
Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of incoming 9-1-1 calls from a wireless device	76%	79%	77%	80%	80%	80%
Percentage abandoned 9-1-1 calls	N/A	20%	22%	19.5%	20%	20%
Total number of emergency calls	93,333	92,059	99,096	90,106	95,000	95,000
Total number of non-emergency calls	223,245	228,695	220,624	190,636	190,000	200,000
Total number of outbound calls	129,639	122,931	125,670	101,996	125,000	125,000
Total number of all calls (incoming and outbound calls for service)	446,217	443,685	445,390	382,738	410,000	420,000
Total incidents dispatched	162,206	154,623	159,883	142,263	150,000	155,000
Total incidents not dispatched	48,841	46,956	46,830	43,419	47,000	48,000

- 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 65 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. 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 the 9-1-1 system.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$11,071	$10,966	$11,242	$11,342	$11,662	$12,455	$13,252	$14,013	$13,630	$13,191
REV	$2,339	$2,340	$1,819	$1,993	$1,990	$2,040	$2,293	$1,813	$2,084	$1,740
NTS	$8,732	$8,626	$9,423	$9,349	$9,672	$10,415	$10,959	$12,200	$11,546	$11,451
FTEs	79.50	76.50	74.50	74.50	74.50	76.50	74.50	74.50	75.50	74.50

Fiscal Year	Description	FTEs
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).	
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	

Fiscal Year	Description	FTEs
	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. ▪ *During FY 2017 closeout, the County Board transferred a position to the Police Department to support the Public Safety Information Technology program ($96,356).*	3.0
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	

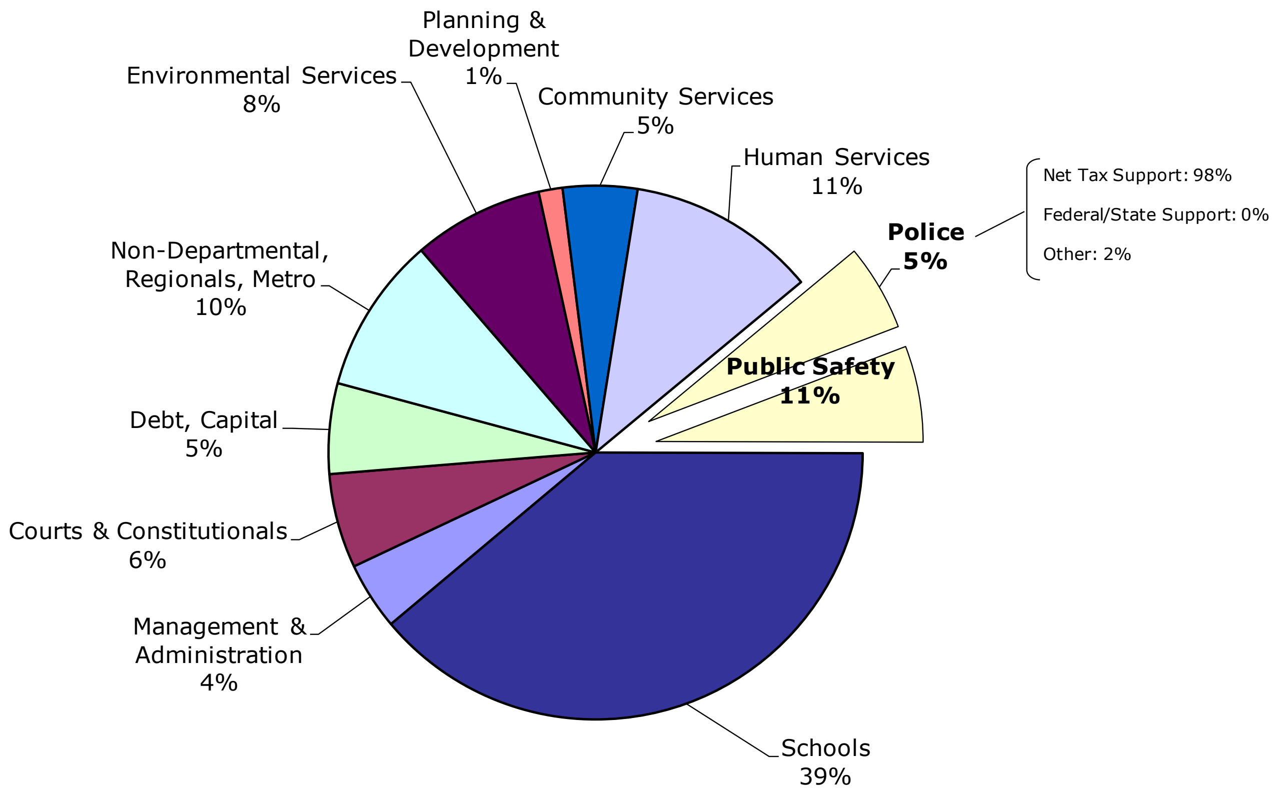
Fiscal Year	Description	FTEs
	(UASI) grant personnel costs ($103,257).	
	▪ Transfer out of one position to the Police Department to support the Public Safety Information Technology program ($96,356, 1.0 FTE).	(1.0)
	▪ Eliminated one vacant Emergency Management Specialist that provided community outreach 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).	
FY 2021	▪ In September 2020, the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) expired, leaving only two months of remaining funding in FY 2021 and resulting in expense and revenue decreases ($300,000 personnel; $145,000 non-personnel; and $445,000 in grant revenue).	
	▪ A Community Resiliency Advocate position was added and was authorized to start halfway through the fiscal year ($67,000).	1.0
	▪ Overtime budget increased to support 24/7 coverage of the Emergency Management Watch Desk program ($56,147).	

Fiscal Year	Description	FTEs
	▪ Five vacant positions described below were reclassified to achieve strategic department initiatives: o The creation of Community Education position in Emergency Management ($38,867); o Two Emergency Management Watch Officers to staff the 24/7 Watch Desk program ($43,649); and o Two Emergency Coordinator positions to create a new internal Emergency Communications training cohort for new hires and existing staff development ($32,552). ▪ Contractual service expenses increased due to a new contract that encompasses all public safety mobile and portable radio units ($264,500) and maintenance of the radio system ($39,058). ▪ FY 2020 one-time funds were removed for a technology pilot program focused on cloud computing services ($69,446). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements ($71,910). ▪ Grant revenue increases due to the UASI regional preparedness grant program ($7,357).	

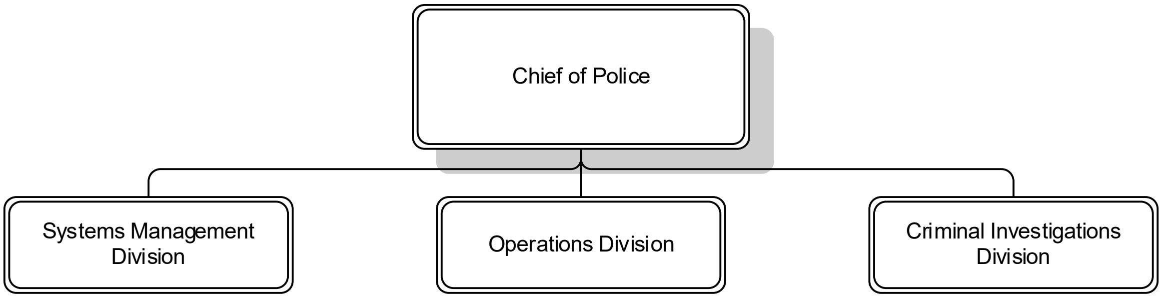
POLICE DEPARTMENT
Charles Penn, Acting Chief
1425 N. COURTHOUSE RD., ARLINGTON, VA 22201
703-228-4040
police@arlingtonva.us

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 2022 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 2022 proposed expenditure budget for the Police Department is $71,391,082, a one percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

DEPARTMENT FINANCIAL SUMMARY

- ↓ Personnel decreases due to the reductions itemized below, partially offset by the addition of a Paralegal I ($99,759, 1.0 FTE) to assist with the Body Worn Camera program, the addition of five Traffic Control Officer positions ($374,820, 5.0 FTEs) and a Traffic Control Supervisor position ($79,756, 1.0 FTE) to augment current staffing resources in response to increased traffic management demands, adjustments to salaries resulting from the proposed increase in the living wage from $15 to $17.00 per hour, and slightly higher retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to the addition of non-personnel costs associated with:
    - Body Worn Cameras ($640,200);
    - Additional Photo Red Light Cameras to promote traffic safety at County intersections ($662,400);
    - Non-personnel expenses associated with the addition of six Traffic Safety Officer positions ($9,664) and the one-time purchase of four electric vehicles to support the Traffic Safety Officers ($118,000 one-time, $5,839 ongoing);
    - Addition of maintenance funding for the departments mobile traffic video monitors ($31,000);
    - Contractual increases for towing and criminal investigation operations ($22,932).

These increases are partially offset by the reductions itemized below, the removal of FY 2021 one-time funds for recruitment and the Business Outreach Unit ($239,000), and adjustments to the annual expense for maintenance and replacement of County vehicles ($21,837).

- ↑ Fee revenues increase due to revenue associated with the addition of new Photo Red light Cameras ($687,996), partially offset by a decrease in impound vehicle storage revenue ($18,000), summer camp fees ($2,000), and criminal history and records requests ($6,000).
- ▪ In July 2020, the County Board added a Lieutenant position ($190,119, 1.0 FTE) after the FY 2021 budget adopted to assist with the Body Worn Camera program.

FY 2022 Proposed Budget Reductions

Human Resources Management

- ↓ Freeze 10.0 vacant Police Officer positions ($940,000, 10.0 FTEs)

  IMPACT: Freezing and eliminating the funding for these positions will limit the Police department's ability to respond to miscellaneous events or activities related to traffic safety, pedestrian safety and the Clarendon Nightlife Detail requiring unscheduled overtime.

Criminal Investigations Section

- ↓ Freeze a vacant Fingerprint Specialist III position ($85,872, 1.0 FTE)

  IMPACT: Temporarily freezing this position will require the work to be spread among the remaining four fingerprint specialists, potentially delaying analysis to investigations.

Special Operations Section

- ↓ Freeze a vacant Public Service Aide (PSA) I position ($61,624, 1.0 FTE)

  IMPACT: PSA positions have been difficult positions to keep hired at full capacity. The temporary freezing of one position (1.0 of 18.0 total PSA FTEs) will not significantly impact operations or revenue derived from PSA violation activities.

- ↓ Freeze a vacant Public Service Aide II position ($67,110, 1.0 FTE)

  IMPACT: PSA positions have been difficult positions to keep hired at full capacity. The temporary freezing of one position (1.0 of 18.0 total PSA FTEs) will not significantly impact operations or revenue derived from PSA violation activities.

- ↓ Freeze Crossing Guard Hours equivalent to 104 hours per week ($169,785, 2.6 FTEs)

  IMPACT: Crossing locations not covered by current staff will have to be evaluated for need and, if determined to be necessary, covered by other members of the police department taking them away from other duties.

Support Management Section

- ↓ Reduce vehicle fuel budget ($227,368, non-personnel)

  IMPACT: Due to reduced fuel prices and utilization of more fuel-efficient vehicles, the fuel budget is reduced by $227,368 with no service impact.

Multiple Lines of Business

- ↓ Reduce operating supplies budget ($127,419, non-personnel)

  IMPACT: With this reduction, the purchase and replacement of some supplies will have to be deferred or delayed and will be selected based on need priority. This could impact the ability of the department to function as it has in the past regarding specialized purchases to assist in investigations, recruiting and retention, and training.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$62,478,668	$64,610,113	$62,852,492	-3%
Non-Personnel	7,691,515	7,674,179	8,548,590	11%
Intra-County Charges	(105,004)	(10,000)	(10,000)	-
Total Expenditures	70,065,179	72,274,292	71,391,082	-1%
Fees	892,816	1,107,230	1,769,226	60%
Grants	152,413	-	-	-
Seized Assets/Reimbursements	208,859	-	-	-
Total Revenues	1,254,088	1,107,230	1,769,226	60%
Net Tax Support	$68,811,091	$71,167,062	$69,621,856	-2%
Permanent FTEs (Funded)	472.00	474.00	466.40	
Permanent FTEs (Frozen, Unfunded)	-	-	15.60	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	479.00	481.00	489.00	

Note: Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.

Expenses & Revenues By Line Of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Office of the Chief	3,601,376	3,907,835	4,183,480	7%	30,000	4,153,480
Systems Management Division - Management and Administration	1,294,093	1,735,339	1,686,317	-3%	503,730	1,182,587
Human Resources Management	4,691,585	7,885,762	7,861,359	-	-	7,861,359
Records Management Unit & Deputy Director, NVCJTA	1,235,509	-	-	-	-	-
Support Management	5,841,419	6,305,043	7,345,228	16%	-	7,345,228
Criminal Investigations Division - Management and Administration	134,249	1,005,159	1,160,098	15%	-	1,160,098
Criminal Investigations Section	10,189,874	9,195,222	8,441,597	-8%	-	8,441,597
Organized Crime Section	3,270,643	3,234,781	2,835,193	-12%	-	2,835,193
Operations Division - Management and Administration	1,051,323	3,122,794	2,458,815	-21%	7,500	2,451,315
Patrol Section	24,046,579	21,716,159	20,481,979	-6%	-	20,481,979
Operational Support	860,028	1,212,209	1,046,674	-14%	-	1,046,674
Community Resources: School Resource Officers Unit	2,536,329	2,794,771	2,501,139	-11%	-	2,501,139
Community Resources: Outreach	3,383,157	1,281,343	1,608,137	26%	-	1,608,137
Special Operations Section	6,680,648	6,284,859	7,238,524	15%	1,227,996	6,010,528
Tactical Operations	222,022	1,445,804	1,419,635	-2%	-	1,419,635
Homeland Security	1,026,345	1,147,212	1,122,907	-2%	-	1,122,907
Total	**$70,065,179**	**$72,274,292**	**$71,391,082**	**-1%**	**$1,769,226**	**$69,621,856**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Office of the Chief	21.00	22.00	-	22.00
Systems Management Division - Management and Administration*	14.00	7.00	7.00	14.00
Human Resources Management**	63.00	75.00	-	75.00
Records Management Unit & Deputy Director, NVCJTA	-	-	-	-
Support Management	23.00	27.00	-	27.00
Criminal Investigations Division - Management and Administration	-	1.00	-	1.00
Criminal Investigations Section	61.00	58.00	-	58.00
Organized Crime Section	18.00	16.00	-	16.00
Operations Division - Management and Administration	2.00	2.00	-	2.00
Patrol Section	172.00	162.00	-	162.00
Operational Support	6.00	5.00	-	5.00
Community Resources: School Resource Officers Unit	18.00	17.00	-	17.00
Community Resources: Outreach	9.00	10.00	-	10.00
Special Operations Section	58.00	64.00	-	64.00
Tactical Operations	8.00	8.00	-	8.00
Homeland Security	8.00	8.00	-	8.00
Total FTEs	**481.00**	**482.00**	**7.00**	**489.00**

*FY 2021 Adopted FTEs includes 7.0 temporary FTEs in the Systems Management Division – Management and Administration line of business.

** FY 2022 Human Resources Management FTEs includes 50.0 recruit FTEs that were transferred in from the Patrol Line of Business to reflect these positions within the department prior to their graduation from the Police Academy.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cost per resident for Police services	$261.29	$289.10	$301.89	$306.09	$314.63	$305.13
Officer to Resident Ratio	1.65	1.55	1.57	1.62	1.54	1.61
Group A Arrests per 100,000 Daytime Population	639.4	612.4	593.8	569.3	576.0	574.5
Group B Arrests per 100,000 Daytime Population	N/A	438.6	411.7	398.0	384.0	383.0
Availability of the Criminal Justice Records Management System (CJRMS) server (percent based on 8,760 hours per year)	99.90%	96.20%	99.95%	99.95%	99.95%	99.95%
Availability of the Mobile Data System (MDS) infrastructure (percent based on 8,760 hours per year)	99.96%	99.96%	99.95%	99.95%	99.95%	99.95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Daytime Population	302,200	303,900	306,500	311,800	312,500	313,300

- 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.

OFFICE OF THE CHIEF

- 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. 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/Breaking & Entering, 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.

For performance measures, please refer to the narratives for Human Resources and Support Management Section, as the Management and Administration line of business serves to support those specific department operations.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of recruits who successfully completed the Field Officer Training Program	74%	68%	82%	70%	80%	90%
Police officers hired	23	25	39	29	30	45

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Agency training hours: Training hours per recruit	1,696	1,658	1,647	1,626	1,647	1,727
Total Agency training hours	52,618	56,744	90,603	49,403	65,000	55,550
Total number of recruit applications tested	286	253	310	420	300	450

- 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 (NVJCTA), and four months of field training to become a certified law enforcement officer. Seventy percent of those hired were able to graduate the academy and complete Field Training in FY 2020.
- The number of officers hired fluctuates based on the number of vacancies created by officers leaving County employment due to retirements, resignations, or terminations. However, the Recruitment Unit is currently researching ways to expedite the hiring process by automating

the background investigation process and hiring another FTE to complete background investigations.

- Training hours have been declining in recent years due to the department restructure, staffing shortages, and COVID-19 impacts. During the final months of FY 2020, in-service training at the NVCJTA and by the Tactical Training Unit (TTU) were temporarily suspended due to COVID-19. During the first quarter of FY 2021, all in-service training became available with little interruption. 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.
- Outreach strategies, such as the Ambassador Program and Handshake, have increased our applicant pool over the last two fiscal years. The use of new recruiting software has also assisted in the recruitment of candidates, especially during COVID-19, by allowing Ambassadors and the Recruitment Unit to interact with candidates virtually, in lieu of traditional career fairs and in person engagements. It is expected that recruit applications will continue to rise due to recruitment efforts and the current job market.

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.
- The Support Management Section assumed responsibility for the department's Digital Evidence Management System (DEMS) in FY 2021, overseeing both the body worn and in car camera systems and managing the associated video.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of in-person customer contacts at the Police Front Counter	6,303	8,084	10,250	8,412	8,800	10,500
Percent of incident reports processed by the Telephone Reporting Office	23%	21%	27%	35%	35%	37%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cab inspections	733	312	29	1	5	10
Number of incident reports completed by the Alternative Reporting Unit (previously known as the Telephone Reporting Office)	2,596	2,728	3,247	4,389	4,700	4,800
Taxi Cab Hack license renewals issued	536	440	347	219	180	230
False alarm fines/penalties assessed	$153,060	$69,541	$80,986	$87,060	$98,010	$98,010
Number of false alarm calls responded to by the Police Department	3,100	1,527	2,637	2,297	3,000	2,400
Accident reports processed	2,558	2,180	2,114	2,314	2,500	2,500
Criminal arrests processed (adult)	3,622	3,405	3,135	3,089	3,500	3,200
Number of alarm systems registered	658	495	700	614	450	675

SUPPORT MANAGEMENT SECTION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Records Unit information requests processed	17,431	17,356	17,704	16,948	18,720	17,500

- 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. The COVID-19 pandemic added to the decrease in FY 2020 as protocols discouraged in-person cab inspections. The overall trend of decline in the taxi industry is expected to carry over into future fiscal years.
- In 2020, the Telephone Reporting Office was renamed to the Alternative Reporting Unit to combine online and telephone reporting into one unit. Citizens can now submit a report via the police Online Reporting System website which is subsequently reviewed by police personnel and uploaded into the Law Enforcement Management System (LERMS).
- False alarm numbers decreased in FY 2018 as a result of the implementation of the new Law Enforcement Records Management System (LERMS). The FY 2021 and FY 2022 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.

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.

For performance measures, please refer to the narratives for the Criminal Investigations Section and the Organized Crime Section, as the Management and Administration line of business serves to support those specific department operations.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clearance rate (assigned cases)	58%	42%	51%	55%	49%	52%
Identification of offenders made through fingerprints	171	282	107	143	140	142

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cases per investigator	66	77	83	68	76	76
Cases receiving Investigative Intern Review	301	527	419	415	330	388
Number of cases assigned for further investigation	1,967	2,390	2,334	2,236	2,321	2,297
Number of cases received	5,965	6,468	6,558	6,767	6,597	6,440
Number of cases successfully resolved	1,143	1,002	1,195	1,238	1,145	1,192
Number of cases that involve a joint investigation with Child Protective Services (CPS)	105	130	128	150	136	138
Number of cases where a License Plate Reader (LPR) was used to assist in an investigation	5,461	N/A	4,609	17,942	11,275	11,275
Number of death investigations	225	215	220	220	218	219
Number of searches performed by Digital Forensics Unit detectives	410	400	361	375	379	371

CRIMINAL INVESTIGATIONS SECTION

- 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 2018, the number of identification of offenders made through fingerprints was high due to the use of overtime to eliminate the backlog of cases.
- The number of cases assigned for further investigation 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 was 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.
- In FY 2018, the LPR servers were replaced by IT in June 2017. In December 2018, it was discovered that the new servers were purging audit data along with license plate reads after six months. Therefore, in FY 2018, no data is available prior to December 2018. In December 2018, the server settings were updated to retain all audit features for a period of ten years.
- FY 2020 LPR queries were significantly higher than previous years. This is due to three factors. First, the FY 2019 numbers were suppressed due to some server issues regarding reads during the audit process. Second, a new Warrant Unit administrative position allowed for significantly more inquiries as part of that position's duties. Third, due to the increase in serious crimes and auto related crimes, the number of detectives querying vehicles has significantly increased. The number is expected to range between 11,000 and 15,000 queries for FY 2021 and FY 2022.
- 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 Units in developing tactical strategies, investigative problem solving, and implementing crime prevention initiatives.
- Identify, arrest, and prepare for the prosecution of perpetrators of criminal offenses.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clearance rate percentage (for Drug Enforcement/Vice Unit initiated/assigned cases only)	95%	96%	92%	100%	95%	95%
Number of cases successfully resolved (for Drug Enforcement/Vice Unit cases only)	189	282	232	165	175	200
Number of opioid related overdoses (fatal and non-fatal)	65	48	43	50	48	45
Number of opioid related incidents	132	146	110	106	120	120
Number of gang related incidents in the County	98	90	93	94	100	105

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cases per investigator (for Drug Enforcement/Vice Unit initiated/assigned cases only)	29	42	42	38	40	43
Number of cases initiated/assigned (gang cases only)	117	110	93	88	100	110
Number of cases that are initiated/assigned (Drug Enforcement/Vice Unit cases only)	200	293	251	163	225	250
Number of gang related intelligence reports completed (included social media analysis, search warrant returns, interviews, and surveillance operations)	245	313	413	231	300	325

ORGANIZED CRIME SECTION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of search warrants conducted in gang or graffiti related cases	23	38	29	39	40	40

- COVID-19 had a significant impact on the OCS in the second half of FY 2020. The office was shut down for approximately six weeks and Detectives were instructed to telework as much as possible. This resulted in lower cases for both the Gang Unit and the Drug Enforcement/Vice Unit.
- In 2018, there was a lull in activity between two of the biggest gangs in Arlington. In 2019, there was a surge in gang activity as MS-13 became more active again resulting in an increase of gang related intelligence reports.
- The OCS continues to monitor and address the opioid epidemic in Arlington County. After several years of declining opioid overdoses, there was an increase in FY 2020. This is also possibly associated with the COVID pandemic, which is consistent with an increase in opioid overdose deaths across the National Capital Region.

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.

For performance measures, please refer to the narratives for Patrol, Operational Support, Community Resources: SROs, Community Resources: Outreach, Special Operations, and Tactical Operations, as the Management and Administration line of business serves to support those specific department operations within 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Constituent service calls (dispatched calls which do not result in a report being taken or an arrest being made)	73,455	66,688	71,108	59,180	70,000	70,000
Response time for priority 1 calls (received from dispatch to arrival)	4:46	5:01	4:55	4:56	5:00	5:00
Total number of arrests (includes felony, misdemeanor, and DUI charges)	6,151	5,300	5,102	5,108	5,350	5,350

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Daytime population	302,300	303,900	307,300	311,800	312,500	313,300
Number of calls for Patrol Service (total number of dispatched calls for service)	80,834	75,890	81,891	70,217	86,000	86,000
Number of incident reports filed	11,572	12,000	11,483	12,582	12,000	12,500
Number of accident reports filed	2,513	2,179	2,114	1,681	2,000	2,000
Number of moving violations (including warnings)	33,589	39,000	34,476	33,755	35,000	35,000
Number of adult arrests	4,799	3,405	4,812	3,079	4,500	4,500
Number of juvenile arrests	314	295	420	262	325	325
Number of DUI arrests	444	500	290	363	350	350
Number of misdemeanor charges	3,990	3,600	3,434	3,631	3,600	3,600
Number of felony charges	1,717	1,400	1,378	1,337	1,400	1,400
Total Group A Arrests	1,933	1,861	1,820	1,775	1,800	1,800
Total Group B Arrests	N/A	1,333	1,262	1,241	1,200	1,200

- 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.
- 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. 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 to work towards a co-responder model of care for the mentally ill through FY 2023.
- Assist with enforcement activities and missions critical to the reduction of criminal activity through the Arlington Restaurant Initiative and Nightlife Detail.

PERFORMANCE MEASURES

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Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of citizen contacts made by the BOU and Nightlife Detail	N/A	N/A	N/A	1,458	1,500	1,500
Number of Bar Safe notices issued to violators	N/A	N/A	N/A	83	60	60
Trainings and presentations conducted to businesses and officers	N/A	N/A	N/A	23	25	25

- The Operational Support performance measures are part of a recent department reorganization and are new for the FY 2022 proposed budget.
- Citizen Contacts are encounters between ACPD staff and members of the business community, patrons, and individuals suspected of criminal activity. These contacts may be consensual, as part of our community policing initiative and business outreach or may be investigative in nature.
- Bar Safe notices are part of the Arlington Restaurant Initiative where individuals who commit, or are suspected of committing, criminal infractions are served with a notice forbidding them to repeat this behavior in and around the Clarendon nightlife community.
- Training sessions are conducted with sworn staff on how to interact with the business community and handle nightlife situations. Presentations are conducted at various businesses for ARI accreditation and workplace violence prevention.

COMMUNITY RESOURCES: SCHOOL RESOURCE OFFICERS UNIT

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.
- Assist with 2nd Chance presentations.
- 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, runaway juvenile and criminal incidents reported by APS during the school year.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Number of engagements regarding safety (Personal, Traffic, Pedestrian, Substance Abuse Prevention)	N/A	N/A	N/A	351	120	375
Number of students attending Safety Camps, AC STEP, and similar organized events	N/A	N/A	N/A	130	0	145
Number of reports taken with direct nexus to schools	N/A	N/A	N/A	386	0	300
Number of lockdown drills conducted at APS and private schools	N/A	N/A	N/A	189	0	189

- The School Resource Officers Unit performance measures are part of a recent department reorganization and are new for the FY 2022 proposed budget.
- Due to COVID-19, the structure of the School Resource Officers (SRO) unit was dramatically changed due to schools closing and moving to a virtual environment. SROs have been reassigned to the Human Resources Section, Patrol, and the Criminal Investigations Section. The FY 2021 estimates reflect school closures.
- FY 2022 estimates are predicated on schools being fully reopened.
- The number of safety engagements includes presentations during the day and evening events and presentations for the 2nd Chance program which is an SRO instructed referral program for

first-time abusers of marijuana, alcohol, and tobacco that provides kids a second chance rather than ending up in juvenile court.

- Number of reports taken with a direct nexus to school includes mandatory reports from schools, SRO initiated reports, runaway juveniles (during the school year, SROs investigate school-based runaways), and any juvenile cases assigned to SROs (APS students only).

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.

PERFORMANCE MEASURES

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Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Number of community events/meetings attended by district officers	730	414	439	137	250	400
Number of Board GRAMS/Community Complaints for the Police Department (excluding towing issues and internal inquiries)	30	16	0	64	65	65

- Due to the COVID-19 pandemic, the Outreach Team's mission and function was changed for approximately six months. The Outreach Team was assigned to handle social distancing violation calls for service and to supplement the Operations Section as needed. The number of interactions with the public in the form of community meetings and events was drastically curtailed. Although meetings and events are slowly coming back, it is anticipated that the slowdown will continue through the end of calendar year 2020 and the beginning of 2021.
- The County Board Government Response and Memorandum System (GRAMS), a workflow tracking system that allows the County Board to communicate with County departments and employees. In FY 2019, the method in which the County Manager's Office assigned GRAMS was modified, resulting in a dramatic reduction of GRAMS for the police department. The Outreach Team continues to handle many citizen and County quality of life complaints. This is done through the mediation of disputes, connection with County services, crime prevention through environmental design, and enforcement. These types of dispute resolution/problem solving projects involve a considerable amount to dedicated outreach time. In FY 2020, the number of community complaints began to be tracked in addition to the number of GRAMS

assigned to the police department, resulting in an increase for this performance measure in FY 2020 and projected increases in future years.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of escorts/dignitary protections provided	195	182	182	144	230	220
Number of special events staffed by Police employees	101	112	110	62	110	110

- 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

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 through the use of its Emergency Response Team (ERT), Special Weapons and Tactics (SWAT) Team, and Tactical Operations Center (TOC).
- Contain and resolve active high-risk criminal incidents involving barricaded persons, hostages, snipers, active violence incidents, counter terrorism activities, or ambushes and Crisis and Negotiation Unit (CNU) and its Hazardous Incident Response Team.
- 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 through the use of its Civil Disturbance Unit (CDU) Team.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of training hours for each subgroup of the Tactical Operations Section	N/A	N/A	N/A	1,194	1,468	1,484
Number of community service demonstrations by TAC Ops Section	N/A	N/A	N/A	9	16	16
Number of events staffed by TAC Ops Section	N/A	N/A	N/A	23	37	38
Number of call outs/operations by TAC Ops Section	N/A	N/A	N/A	81	123	123

- The Tactical Operations performance measures are part of a recent department reorganization and are new for the FY 2022 proposed budget.

HOMELAND SECURITY

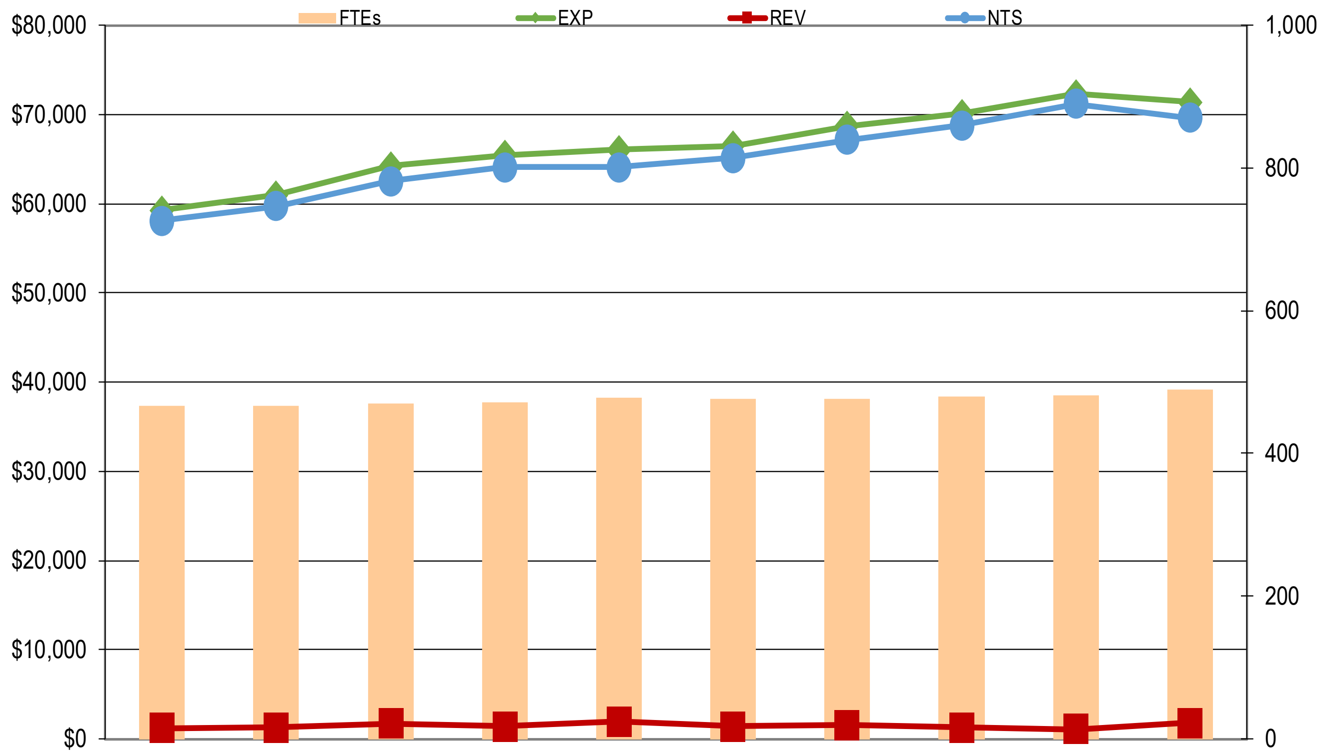
PROGRAM MISSION

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.

The Homeland Security line of business is a new line of business developed as part of the FY 2021 department reorganization. Performance measures are currently being developed and will be presented as part of the FY 2023 proposed budget.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$59,296	$60,965	$64,188	$65,439	$66,041	$66,526	$68,704	$70,065	$72,274	$71,391
REV	$1,182	$1,248	$1,696	$1,369	$1,939	$1,422	$1,524	$1,254	$1,107	$1,769
NTS	$58,114	$59,717	$62,492	$64,070	$64,102	$65,104	$67,180	$68,811	$71,167	$69,622
FTEs	466.00	466.00	470.00	472.00	478.00	476.00	477.00	479.00	481.00	489.00

Fiscal Year	Description	FTEs
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
	▪ Eliminated a grant funded position.	(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).	
	▪ Increased taxicab license revenue based on prior year actuals ($20,000).	
FY 2014	▪ Increased revenue from impound vehicles storage fees ($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

Fiscal Year	Description	FTEs
	▪ 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 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).	
	▪ Added 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.	6.0
	▪ 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).	
	▪ Increased revenue for false alarm fines ($15,000), solicitor permits ($3,500), and taxicab licenses ($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).	

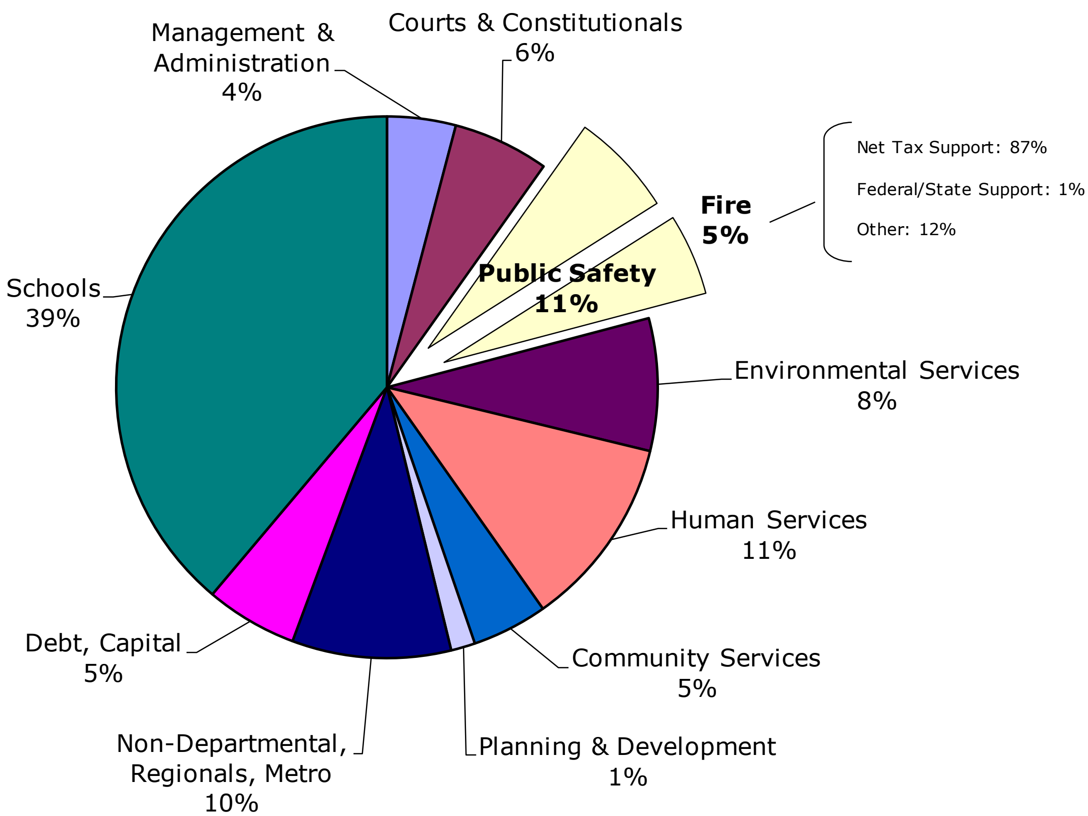
Fiscal Year	Description	FTEs
FY 2018	▪ Added funding for the reclassification of three vacant Public Service Aide positions to free up uniform resources for additional patrol support ($40,544). ▪ Transferred funds to the Office of Emergency Management and the Fire Department for their portions of the 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 various charges associated with second 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 increased 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).	

Fiscal Year	Description	FTEs
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), taxicab licensing fee revenue ($27,000), and background checks ($6,000).	
FY 2021	▪ Added a Business Systems Analyst II position to assist with public safety payroll technology ($114,713).	1.0
	▪ Added an Administrative Specialist position ($87,230) and one-time funding for training and operating supplies to assist with the Department's Business Outreach Unit ($110,000).	1.0
	▪ Added one-time funding to continue the department's strategic recruiting efforts ($129,000).	
	▪ Increased fee revenues primarily due to the establishment of an annual alarm registration fee to include residential and commercial properties ($335,860), an increased false alarm fine fee schedule ($28,010), increased second hand license fees ($9,400), concealed weapons permits ($10,000), and increased photo red light fines ($40,000).	
	▪ Decreased fee revenues for taxi cab licenses ($4,640) and Summer Camp revenue ($5,700).	
	▪ *In July 2020, the County Board added a Lieutenant position to assit with the Body Worn camera program ($190,119).*	1.0

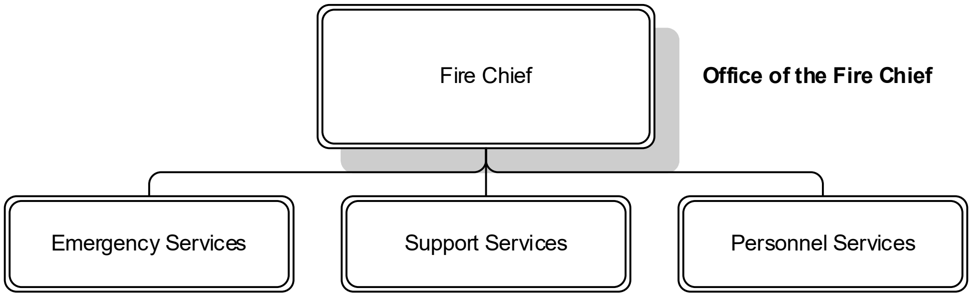
FIRE DEPARTMENT
David Povlitz, Chief
2100 CLARENDON BLVD., SUITE 400, ARLINGTON, VA 22201
703-228-3362
fire@arlingtonva.us

Our Mission: We serve the community with compassion, integrity, and commitment through prevention, education, and a professional response to all hazards.

FY 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Office of the Fire Chief

Emergency Services

Operation FireSafe

Logistics

Fire Marshall's Office

Special Operations

Professional Standards & Compliance

Human Resources, Health & Safety

Recruitment, Outreach & Training

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Fire Department is $66,365,025, a less than one percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases primarily due to the removal of FY 2021 one-time funding for a second recruit class ($1,141,271), staff turnover, and the reductions itemized below, partially offset by the partial year funding of staffing for implementation of the Kelly Day schedule in early calendar year 2022 including nine Firefighter/EMT I positions and one Fire/EMS Lieutenant position ($484,307, 10.0 FTEs) and an increase in overtime budget ($733,609), new one-time funding for a second recruit class of 25 recruits ($945,714), adjustments to salaries resulting from a job family study for inspector positions ($47,414), and slightly higher retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases due to new one-time funding for recruit physicals, background checks, and psychological exams for the second recruit class ($376,599), an increase in the Fire Programs Grant ($49,166), and adjustments to the annual expense for the maintenance and replacement of County vehicles ($128,878), partially offset by decreases in the Four for Life Emergency Medical Services Grant ($4,755) and the elimination of FY 2021 one-time funding for second recruit class in FY 2021 ($371,034).
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior year payments with actual expenditures ($425,276), a decrease in miscellaneous revenue due to the reduction of fire staffed special events ($70,000), collection of past due ambulance fees ($25,000), Fire Prevention Office permit fee revenue ($58,000), and fire system testing fees ($382,200), partially offset by an increase in ambulance billing revenue ($182,500), a proposed increase in fire system testing fees from $162 to $175 per hour ($88,000) and a proposed fee increase in Fire Prevention Office permit fee revenue from $100 to $150 per permit ($24,000).
- ↑ Grant revenue increases due to an increase in revenue from the Fire Programs Grant ($37,551).

FY 2022 Proposed Budget Reductions

Office of the Chief

- Freeze a vacant Management & Budget Specialist position ($115,282, 1.0 Frozen FTE).

  IMPACT: This position freeze will reduce the Fire Department's financial team from three to two positions. By eliminating this civilian finance position, department's financial management capacity is reduced.

- Freeze a vacant Administrative Assistant VI position for a half-year ($48,213).

  IMPACT: Operational efficiency in the Fire Chief's Office will be reduced. This position handles office supply inventory and ordering as well as coordinating office and departmental activities.

Emergency Services

- Currently, two uniformed positions are responsible for being an Executive Assistant/Public Information Officer (PIO) and additional staffing in the Operations section in Logistics. For FY 2022, these uniformed positions will be returned to the field and the primary responsibilities of the uniform position in Logistics will be replaced with civilian personnel ($260,000 net reduction, 1.0 Civilian FTE Add).

  IMPACT: Evolving changes in departmental operations allow for the re-deployment of uniform staff back to other Fire functions (Captain I and Firefighter/EMT III). The hiring of civilian personnel will save on overtime and callback expenses related to uniform personnel in these functions.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$57,589,071	$58,061,233	$57,817,338	-
Non-Personnel	7,542,875	8,368,833	8,547,687	2%
Total Expenditures	65,131,946	66,430,066	66,365,025	-
Fees	7,991,624	8,551,650	7,885,674	-8%
Grants	1,030,792	881,218	918,769	4%
Total Revenues	9,022,416	9,432,868	8,804,443	-7%
Net Tax Support	$56,109,530	$56,997,198	$57,560,582	1%
Permanent FTEs (Funded)	349.00	359.00	369.00	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	349.00	359.00	370.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Office of the Fire Chief	$2,205,752	$2,260,982	$2,014,946	-11%	$175,000	$1,839,946
Emergency Services	50,597,249	50,327,079	48,090,887	-4%	3,535,443	44,555,444
Support Services	12,295,857	11,649,193	13,540,178	16%	5,094,000	8,446,178
Personnel Services*	33,088	2,192,812	2,719,014	24%	-	2,719,014
Total	**$65,131,946**	**$66,430,066**	**$66,365,025**	**-**	**$8,804,443**	**$57,560,582**

*Personnel Services was established as a new line of business in FY 2021.

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Office of the Fire Chief	12.00	10.00	-	10.00
Emergency Services	307.00	304.00	-	304.00
Support Services	31.00	43.00	-	43.00
Personnel Services	9.00	13.00	-	13.00
Total	**359.00**	**370.00**	**-**	**370.00**

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, ambulance billing, and fee collection services.

For performance measures, please refer to the narratives for Emergency Services, Support Services, and Personnel Services, as the Office of the Fire Chief line of business serves to lead those specific department operations.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average response time for all incidents (in minutes)	4.1	4.2	4.5	4.6	4.4	4.4
Average response time for Fire incidents (in minutes)	4.2	4.4	3.8	4.6	4.2	4.2
Average response time for EMS incidents (in minutes)	4.1	4.2	4.4	4.4	4.2	4.2
Average response time for Public Service (non-emergency) incidents (in minutes)	4.2	4.7	5.1	5.5	4.9	4.9
Average response time for on-scene to patient side (in minutes)	2.9	3.0	3.1	3.3	3.0	3.0
Percentage of emergency incidents reached within four minutes of dispatch	61%	58%	60%	60%	60%	60%

EMERGENCY SERVICES PROGRAM

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Fire incident responses	6,842	7,107	6,929	6,974	6,600	6,600
Hazardous materials responses	919	989	992	868	950	950
Public service non-emergency responses	1,798	1,826	1,760	1,704	1,770	1,770
Emergency Medical Services (EMS) incident responses	15,158	14,590	15,168	15,429	15,500	15,500
Bomb Squad responses	5	9	14	5	10	10
Technical Rescue Team responses	12	19	26	9	19	19
Swiftwater responses	1	6	13	12	15	15
Total Arlington units responding to all incidents	55,159	63,185	60,851	52,527	63,000	63,000
Number of smoke detectors installed	591	591	195	121	120	120

- 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 and FY 2020 due to increased traffic and vertical response (high rises, etc.). The FY 2021 and FY 2022 response time estimates reflect this trend.
- In FY 2020, the average response time for Public Service (non-emergency) incidents increased due to several factors including a temporary move of Fire Station 6 due to construction at the station, adjustments to new COVID-19 personal protection requirements for riding in fire apparatus, and physical distance requirements within the fire stations.
- Special Operations (Hazardous Materials, Bomb Squad, Technical Rescue, and Swiftwater Rescue) responses decreased for FY 2020. 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, the decrease is possibly due to stay-at-home orders because of the on-going global pandemic. Based on this assumption, the FY 2021 and FY 2022 estimates remain in line with historic trends.
- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Department facilities passing safety inspection	100%	100%	100%	100%	100%	100%
Total number of EMS Calls	15,158	14,590	15,168	15,429	15,000	15,000

SUPPORT SERVICES PROGRAM

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of transports	8,921	8,319	8,746	8,843	9,000	9,000
Total number of diversions	6,237	6,271	6,422	6,586	6,500	6,500
Number of fire deaths	2	0	0	0	0	0
Number of large loss fires (greater than $50,000)	11	23	21	12	10	10
Environmental crimes investigated	3	4	3	2	3	3
Estimated non-vehicle fire loss (in millions)	$2.9	$4.2	$3.7	$2.9	$3.0	$3.0
Fires investigated	228	243	260	204	220	220
Violations cited	4,109	3,528	3,174	2,446	3,000	3,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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	1,327	1,442	1,263	796	1,200	1,200
Inspections conducted	3,283	3,396	3,159	2,350	3,400	3,400
Percentage of fire protection systems tested and inspected	82%	83%	84%	69%	84%	84%

- 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. However, FY 2020 showed an increase in EMS Calls, likely related to the on-going COVID-19 pandemic. FY 2021 and FY 2022 estimates are in line with previous trends.
- The total number of diversions includes signed waivers of service by callers who refused service by Arlington County EMS personnel.
- The decrease in FY 2020 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.
- Violations cited is a reflection of the inspection process working as designed. The decrease for FY 2020 is mostly due to the on-going COVID-19 pandemic and its affect on operations.
- The Inspection Program includes all Fire Prevention Code, fire protection systems, and hazardous materials inspections. The decrease in FY 2020 is due to closed/vacant businesses and the ongoing COVID-19 pandemic.

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

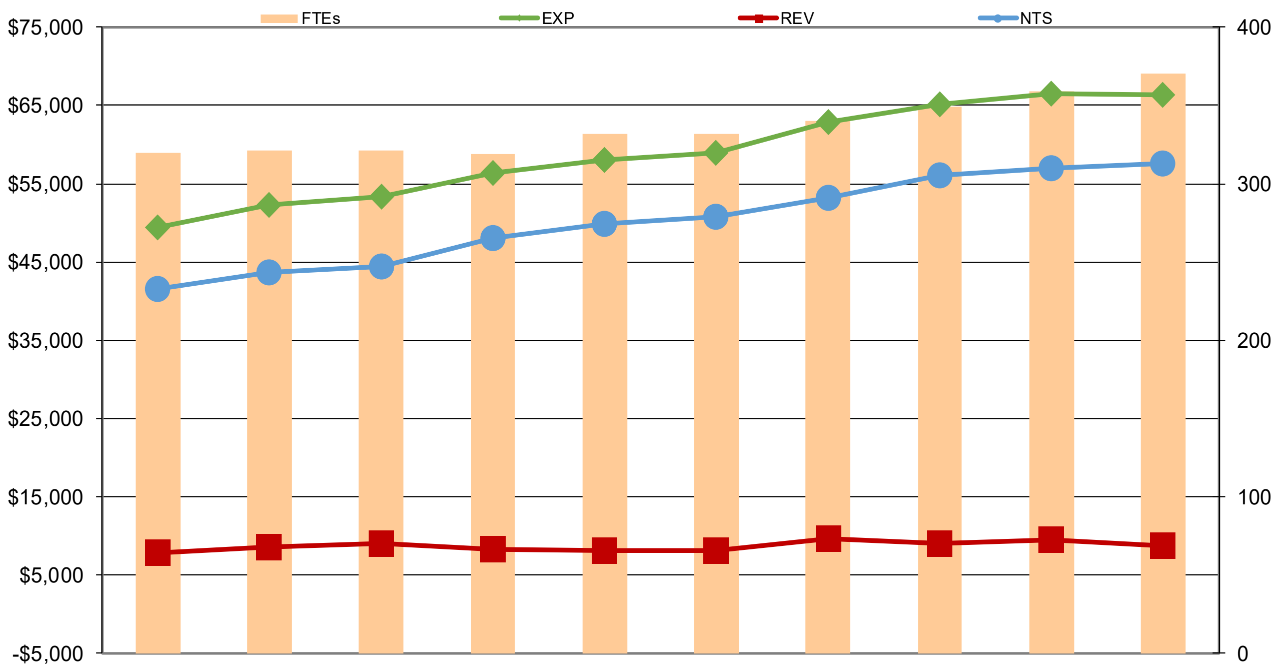
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Advanced Life Support (ALS) training hours	18,840	22,336	20,228	20,074	18,000	18,000
Basic Life Support (BLS) training hours	23,336	27,320	36,395	36,480	36,000	36,000
Firefighter training hours	163,320	175,800	169,080	178,600	178,600	173,880
Overall Attrition Rate (per month)	1.8	2.3	2.3	2.6	2.4	2.2
18 Month Turnover Rate	42.30%	22.22%	38.46%	45.65%	42.00%	42.00%

- Advanced Life Support (ALS) training hours decreased in FY 2019 and FY 2020 due to the reduction of the number of employees in the ALS training program. The FY 2021 and FY 2022 estimates are 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 actual, FY 2021 estimate, and FY 2022 estimate 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 (48,000 hours), which is a total of 178,600 hours. For FY 2022, recruit school hours are based on 45 recruits (43,200 hours), for a total of 173,880 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. It is expected that once Kelly Day is active (FY 2022/2023) that non-planned attrition rates will be lower.
- 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 (greater than 25%) 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, 2017's numbers indicated that 42% 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$49,378	$52,274	$53,390	$56,349	$58,035	$58,874	$62,822	$65,132	$66,430	$66,365
REV	$7,873	$8,614	$9,029	$8,234	$8,192	$8,175	$9,582	$9,022	$9,433	$8,804
NTS	$41,505	$43,660	$44,361	$48,115	$49,842	$50,699	$53,239	$56,110	$56,997	$57,561
FTEs	320.00	321.00	321.00	319.00	332.00	332.00	340.00	349.00	359.00	370.00

Fiscal Year	Description	FTEs
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 ($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)	

Fiscal Year	Description	FTEs
	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).	4.0
	▪ 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). ▪ 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).	9.0

Fiscal Year	Description	FTEs
	▪ 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 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 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2021	▪ Added a human resources administrative specialist position ($111,836).	1.0
	▪ Added nine Firefighter/EMT I positions to continue staffing for the implementation of a Kelly Day schedule.	9.0
	▪ Added one-time funding for a second recruit school to accommodate a recruit class of 25 ($1,141,271 personnel; $371,034 non-personnel).	
	▪ Grant expense and revenue increased for the Fire Programs Grant ($24,533 non-personnel; $24,533 revenue) and the Four for Life Emergency Medical Services Grant ($9,020 non-personnel; $9,020 revenue).	
	▪ Increased fee revenues due to 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).	

DEPARTMENT OF ENVIRONMENTAL SERVICES
Greg Emanuel, Director
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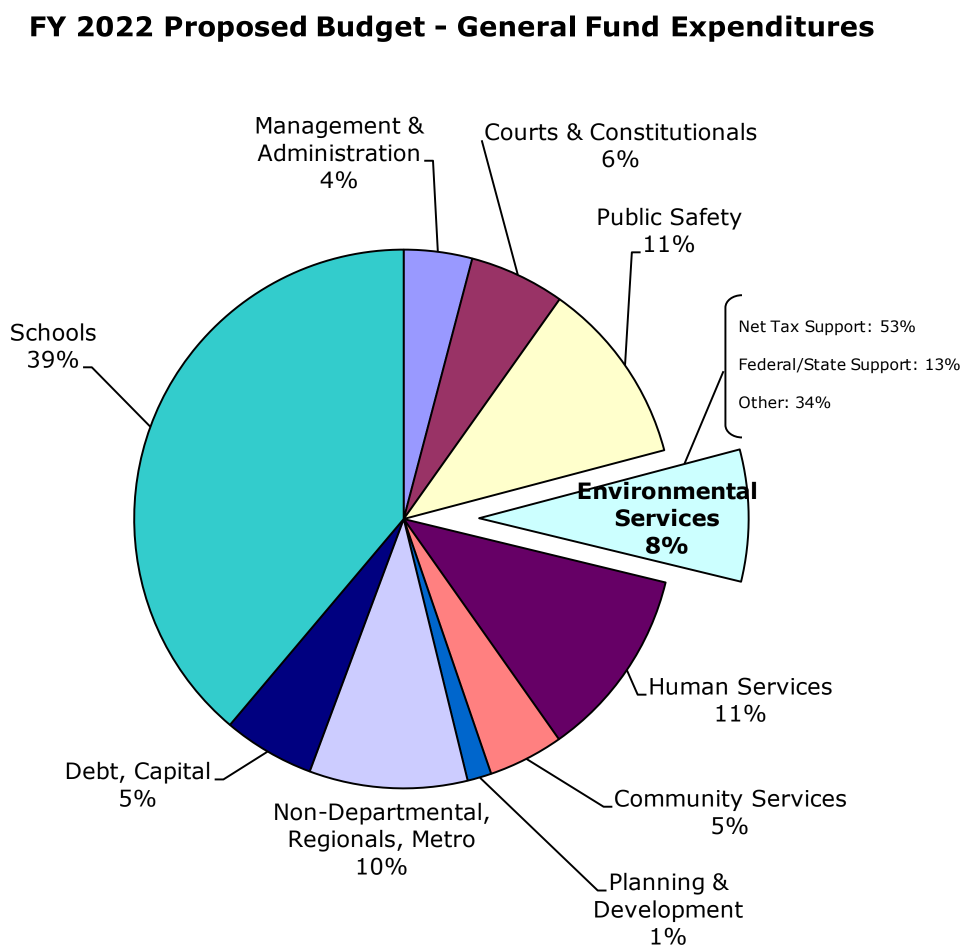
Our Mission: To make Arlington County a vibrant, accessible and sustainable community through strategic transportation, environmental and capital investment projects, while providing excellent customer service, operations, and maintenance in a safe and healthy environment for all.



LINES OF BUSINESS

DES Director

Office of the Director

Decision Support/ Mapping Program (GIS)

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

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 2022 proposed expenditure budget for the Department of Environmental Services (DES) is $107,713,442, a one percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases primarily due to the reductions itemized below and lower retirement contributions based on current actuarial projections. These decreases are partially offset by adjustments to salaries resulting from job family studies for Engineers ($536,916), adjustments to salaries resulting from the proposed increase in the living wage from $15 to $17 per hour ($18,411), and the addition of a Building Engineer position to Facilities Management to support the new Lubber Run Community Center ($100,090, 1.0 FTE). In addition, the FY 2022 budget includes a conversion of three limited term Permit Counter positions, that were added in the FY 2021 budget, to permanent positions to continue supporting an increased workload associated with the new permitting system.
- ↓ Non-personnel expense decreases primarily due to the reductions itemized below and changes in a variety of areas throughout the department listed below. The primary changes include:
  - Transit Program: A decrease due to the transfer out of Northern Virginia Transportation Commission (NVTC) funding to the County's Metro budget ($520,000), partially offset by additional funding for the ART operations and maintenance contract ($562,366) and other contractual increases including STAR ($33,579).
  - Commuter Services: Reduced level of marketing and outreach events in FY 2022 and reduced contractor support at commuter stores driven by anticipated lower revenue from regional programs such as NVTC and Department of Rail and Public Transportation ($240,981) and lower anticipated commission fees due to the impacts of the COVID-19 pandemic ($1,025,000). These fee reductions are partially offset by an increase for NVTC grant funding ($450,000), Mobility Grant local expense match ($100,000), Transportation Demand Management (TDM) ($59,531), and VDOT ($3,575).
  - Transportation, Engineering, and Operations: A decrease due to the removal of one-time funding added in the FY 2021 budget for the installation of flood sensors ($100,000), partially offset by funding added for contracts due to the proposed increase in the living wage from $15 to $17 per hour ($13,891), an increase in car share program funding offset by revenue ($45,685), firearms ordinance signage ($30,000), funding added for garage administration of the new Lubber Run Community Center ($69,914), and an adjustment to the annual expense for maintenance and replacement of County vehicles ($46,407).
  - Facilities Management: Contractual increases ($62,329), funding added for contracts due to the proposed increase in the living wage from $15 to $17 per hour ($146,905), and funding added to provide facilities management services at the new Lubber Run Community Center ($397,960 ongoing, $35,000 one-time), partially offset by the transfer out of utilities funding to the Department of Parks and Recreation for the new Lubber Run Community Center ($31,000).
  - Arlington Initiative to Rethink Energy (AIRE): Decreases due to the removal of one-time funding added in the FY 2021 budget for developing initiatives in line with the County's recently-adopted Community Energy Plan ($150,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($34,473).
  - Solid Waste: Disposal cost decreases driven by contractual savings from paying off carts funded by the Household Solid Waste Rate (HSWR) ($394,020), partially offset by the addition of a residential food scraps program that will begin in

September 2021 ($300,453) and adjustments to the annual expense for maintenance and replacement of County vehicles ($86,900).

- Water, Sewer, and Streets: Removal of one-time funds added in the FY 2021 budget to support a sidewalk condition assessment ($300,000), partially offset by funding added for contracts due to the proposed increase in the living wage from $15 to $17 per hour ($5,000) and adjustments to the annual expense for maintenance and replacement of County vehicles ($39,786).

↑ Intra-county charges increase primarily due to the reductions itemized below and adjustments to the allocation of reimbursable services to the Utilities Fund ($43,115).

↓ Fee revenue decreases primarily due to adjustments in the following areas:

- Commuter Services: Decreases primarily due to a decrease in commuter store fees ($1,025,000), partially offset by increased Transportation Demand Management (TDM) contributions ($59,531)
- Solid Waste: Decreases primarily due to a decrease in the Household Solid Waste Rate ($337,312), partially offset by an increase in the Household Solid Waste Rate due to the addition of a residential food scraps program that will begin in September 2021 ($300,460). The proposed Household Solid Waste Rate decreases from $319.03 to $318.61 primarily as a result of contractual savings from paying off carts, partially offset by the addition of a residential food scraps program.
- Transit: Decreases due to a decline in projected ART bus fare revenue ($946,659), partially offset by an increase in ART business contributions ($18,859).
- Development Services: Increases due to an increase to Right of Way permits ($152,825) and Site Plan fees ($366,250) based on anticipated construction.
- Transportation, Engineering, and Operations: Decreases primarily due to lower parking meter revenue ($1,289,992), partially offset by an increase in miscellaneous charges primarily due to anticipated changes in the Residential Permit Parking fee schedule ($414,685).
- Real Estate: Increase due to lease revenue anticipated in FY 2022 ($328,284).

↑ Grant revenue increases primarily due to additional one-time funding from NVTC to support ART ($1,650,000), increased grant funding from Northern Virginia Transportation Commission (NVTC) for Arlington County Commuter Services (ACCS) ($450,000), and TDM ($3,575), partially offset by decreases due to a VDOT grant closing out ($105,981), an expected reduction in Rideshare ($135,000), and transferring NVTC Metro funding ($520,000) to the County’s Metro budget

↑ Transfers in from other funds increases due to the increased net tax support for the operations and maintenance of ART. The Transportation Capital Fund funds specific ART routes ($473,068).

FY 2022 Proposed Budget Reductions

Multiple lines of business

↓ Budget savings and efficiencies ($603,908)

IMPACT: Given the historical spending trends in the lines of business where these reductions are being taken, DES should be able to absorb these reductions with minimal impacts to service delivery. However, it should be noted that this reduction will remove some operational flexibility from the DES budget.

↓ Stormwater Chargebacks ($375,000)

IMPACT: This proposal would charge a portion of the DES Director’s office and DES Technology Services to the Stormwater Fund based on FTE allocation ($240,000) and a portion of Bozman Rent (budgeted in Non-Departmental) to the Stormwater Fund ($135,000). This proposal better allocates costs between funds. The Stormwater Fund has included these costs in its FY 2022 Proposed Budget. This is in alignment with how DES allocates costs to the Utilities Fund.

↓ Charge-outs to Other Funds and Capital Projects ($159,614)

IMPACT: DES is proposing changing the funding mix for the following employees after a review of their respective work portfolios:

- Transportation Engineering and Operations (TE&O): Increase the amount a TE&O Design Engineer and Traffic Engineer charge to capital projects. After a review of the projects that these positions support, it was determined that the amount budgeted for the capital charge-outs of these positions should be increased ($98,110).
- Director's Office: Increase the charge-out to the Utilities Fund and Stormwater Fund for a Management and Budget Specialist in the General Fund. As the scope of the Stormwater capital program has increased, DES has had to adjust work portfolios of staff to provide the appropriate financial support. This charge-out appropriately reflects the level of support of this position ($61,504).

↓ Vehicle Fleet Management ($142,581)

IMPACT: The majority of the savings stem from deferring replacement of vehicles. DES undertook an extensive review of its fleet and worked with the Equipment Bureau to identify vehicles that based on use, mileage and condition could be extended. In addition, DES is eliminating three vehicles.

↓ Printer contract savings ($13,251)

IMPACT: Given increased rates of telework across our department and use of Microsoft TEAMS to conduct meetings virtually, the department is far less reliant on paper.

Transportation Planning and Capital Projects (TPCPM)

↓ Transfer five Capital Projects Coordinators to the Transportation Capital Fund (TCF) ($295,016, 5.0 FTEs)

IMPACT: This proposed reduction would transfer five capital project coordinators to the Transportation Capital Fund (TCF). TCF would cover the overhead for these positions. Along with lower projected real estate tax revenues in the Transportation Capital Fund, funding the overhead costs of these five positions will require project portfolio adjustments during the upcoming CIP process.

Facilities Management Bureau (FMB)

↓ Convert a portion of custodian services to contract ($174,145, 3.0 FTEs)

IMPACT: As County incumbents in the custodian positions retire, the County is pursuing a strategy of contracting these custodian services. Two positions are anticipated to retire part way through FY 2022, at which point the services will be provided by utilizing the custodian contract at an anticipated savings of $60,037 in FY 2022. These positions will not be eliminated from the budget until FY 2023 since they will be filled for part of FY 2022. In addition, one supervisor position is retiring in FY 2021. The remaining two supervisors can absorb this work with minimal impact to services as the number of in-house custodians is decreasing. Eliminating this vacant position will save the County $114,108.

↓ Facility changes due to the COVID-19 pandemic ($90,602)

IMPACT: Reduced Community Center Hours: The Department of Parks and Recreation has proposed reducing community centers hours at various times and locations in FY 2022. FMB anticipates this will save $46,602 in utilities and custodian expenses specifically related to Arlington Mill closing Sundays, Walter Reed closing on the weekends, and Fairlington and Madison closing Saturdays. FMB is also realizing monthly utility and custodian savings related to facilities being closed due to COVID-19 ($44,000). It is unknown at this time how long these buildings will remain closed in FY 2022 as recovery continues from the pandemic. This budget reduction represents one month of savings. If the buildings are closed longer additional savings will be realized.

Metro

↓ Eliminate Metrobus Route 15K (future year savings)

IMPACT: The Metrobus 15K operates minimally within Arlington County. Due to the low ridership and the specialized nature of this route, the 15K lends itself more to a shuttle type of service than that of a Metrobus. The elimination of this route would affect Arlingtonians who work at the C.I.A.; however, the ridership has been determined to be extremely low. Due to the number of bus route changes at WMATA, and the impact of these changes to the regional funding formula that allocates Metrobus costs to jurisdictions, we cannot anticipate the savings to the County's FY 2022 metro subsidy at this point in time. We do anticipate this will lead to modest savings in future years.

Transportation, Engineering and Operations (TE&O)

↓ Residential Permit Parking (RPP) Credit Card Fees ($10,000)

IMPACT: TE&O is proposing charging RPP customers a credit card convenience fee of 2.5 percent, consistent with other programs in the County. This is estimated to recover $10,000 in fees otherwise paid for by the County.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$39,801,547	$42,113,125	$41,638,582	-1%
Non-Personnel	58,825,363	69,523,360	68,787,491	-1%
Subtotal	98,626,910	111,636,485	110,426,073	-1%
Intra-County Charges	(2,429,614)	(2,454,242)	(2,712,631)	11%
Total Expenditures	96,197,296	109,182,243	107,713,442	-1%
Fees	37,846,738	35,250,794	33,292,725	-6%
Grants	12,522,086	12,783,752	14,126,346	11%
Transfer In From Other Funds	2,605,951	2,720,783	3,193,851	17%
Total Revenues	52,974,775	50,755,329	50,612,922	-
Net Tax Support	$43,222,520	$58,426,914	$57,100,520	-2%
Permanent FTEs	393.00	397.00	392.00	
Temporary FTEs	7.50	7.50	7.50	
Total Authorized FTEs	400.50	404.50	399.50	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Office of the Director	$3,071,679	$1,934,407	$1,994,966	3%	-	$1,994,966
Decision Support/Mapping Program (GIS)	1,077,835	2,061,709	1,775,882	-14%	$5,000	1,770,882
AIRE	1,446,500	1,789,203	1,591,107	-11%	-	1,591,107
Transportation Program Support	1,098,681	956,684	954,039	-	-	954,039
Planning Program	1,424,741	1,539,789	1,179,465	-23%	119,500	1,059,965
Transit Program	20,775,076	25,735,910	25,639,547	-	12,784,148	12,855,399
Development Services	3,375,321	4,227,338	4,136,497	-2%	1,871,551	2,264,946
Commuter Services	10,954,268	11,116,320	10,471,573	-6%	10,366,067	105,506
Transportation Engineering and Operations	11,383,306	12,384,613	12,277,671	-1%	12,754,934	(477,263)
Facilities Design and Construction	1,428,148	1,122,313	1,223,326	9%	-	1,223,326
Engineering Bureau	3,084,621	2,918,783	3,161,120	8%	-	3,161,120
Real Estate Bureau	1,144,102	1,260,697	1,233,660	-2%	1,180,139	53,521
Capital Assets Support	541,933	462,655	460,297	-1%	-	460,297
Facilities Management Services	15,915,713	17,806,288	18,321,585	3%	78,000	18,243,585
Operations Management	226,460	155,471	177,931	14%	-	177,931
Solid Waste Bureau	12,867,318	14,225,151	14,064,230	-1%	11,398,583	2,665,647
Water, Sewer and Streets Bureau	6,381,594	9,484,912	9,050,546	-5%	55,000	8,995,546
Total Expenditures	**$96,197,296**	**$109,182,243**	**$107,713,442**	**-1%**	**$ 50,612,922**	**$ 57,100,520**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Office of the Director	20.50	20.5	-	20.5
Decision Support/Mapping Program (GIS)	12.00	12.0	-	12.0
AIRE	8.00	8.0	-	8.0
Transportation Program Support	7.00	7.0	-	7.0
Planning Program	15.00	10.0	-	10.0
Transit Program	7.00	7.0	-	7.0
Development Services	37.00	38.0	-	38.0
Commuter Services	4.00	4.0	-	4.0
Transportation Engineering and Operations	61.60	60.5	0.10	60.6
Facilities Design and Construction	10.00	10.0	-	10.0
Engineering Bureau	49.30	49.0	0.30	49.3
Real Estate Bureau	10.00	10.0	-	10.0
Capital Assets Support	3.00	3.0	-	3.0
Facilities Management Services	58.00	58.0	-	58.0
Operations Management	2.00	2.0	-	2.0
Solid Waste Bureau	46.10	40.0	6.10	46.1
Water, Sewer and Streets Bureau	54.00	53.0	1.00	54.0
Total FTEs	**404.50**	**392.00**	**7.50**	**399.50**

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 leadership, education, change management, and policy development consistent with County and community-wide emphasis and initiatives on Diversity, Equity, and Inclusion, tailored to departmental unique challenges and opportunities.
- 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.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

DECISION SUPPORT & MAPPING PROGRAM (GIS)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of GIS work requests meeting customer target dates	93%	93%	93%	93%	93%	93%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of County systems supported by GIS	5	7	8	10	12	13
Number of GIS data layers maintained	325	328	332	336	342	346

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 PLANNING & CAPITAL PROJECT MANAGEMENT

PROGRAM MISSION

To plan, program, and implement equitable, safe, and functional transportation infrastructure in accordance with Arlington County's comprehensive plan and in collaboration with business interests, residents, and regional agencies to foster a livable community—now and in the future.

- Shepherd the management and implementation of the County's Master Transportation Plan (MTP), an element of the comprehensive Plan and the guiding policy document for the Division of Transportation.
- 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 funding sources, and ensure compatibility with state and regional programs.
- Develop and manage capital projects that implement the MTP through various work programs including but not limited to Complete Streets, BikeArlington, WALKArlington, and Neighborhood Complete Streets, and coordinate Arlington's input to capital projects led by other local and regional partners, such as the Virginia Department of Transportation (VDOT).
- Provide staff support for four 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Bike and pedestrian collisions	181	154	189	115	150	150
Transportation capital projects - projects initiated	15	8	9	8	5	6
Transportation capital projects - projects ongoing	72	60	47	43	41	41
Transportation capital projects -projects completed	9	6	12	7	14	10

- Beginning in FY 2020, all bike and pedestrian collision numbers are shown on a calendar year basis.
- For calendar year 2020 (January 1 to December 14, 2020), bike and pedestrian collisions were much lower than typical given COVID-19's reduction on commuting and other trips.
- Bike/pedestrian collision projections for FY 2022 may decrease as implementation begins on the Vision Zero action plan, which focuses on improving safety for all but especially the most vulnerable users, pedestrians and cyclists.

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

- 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.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Transit Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual passengers trips served in Arlington: Arlington Transit (ART)	3,403,439	2,989,030	2,829,192	2,467,292	1,420,000	2,400,000
Annual passengers trips served in Arlington: Total (all services)	63,878,682	65,761,290	64,582,591	49,547,119	15,700,000	TBD

- FY 2020 Annual passenger trips in Arlington for all services were impacted beginning in the 4th quarter due to the rise in COVID-19 infections. Changes associated with regional stay-at-home travel restrictions, region-wide mandatory telework policies, and bus and rail vehicle capacity restrictions enacted to ensure social distancing, were implemented as a response to the health emergency.
- FY 2021 Annual passenger trips for all services is significantly affected by the full year impact of the COVID-19 pandemic. The pandemic has had a far greater impact on Metrorail ridership than Metrobus and ART. It is believed the pandemic caused the severe reduction in rail usage by business and federal agencies' commuters and tourists (now teleworking or driving) into downtown D.C. ART and MetroBus usage, although low, remains higher than rail because of higher bus usage by essential workers.
- Approximately 2,400,000 ART riders are projected in FY 2022, similar to ridership in FY 2020, yet still far below the ridership high of FY 2017-FY 2018. FY 2022 anticipates riders will slowly return to transit late-summer, early-fall 2021 (late First Quarter) with increased vaccine deployment and overall reduction in coronavirus infection rates.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ART On-Time Performance	90.00%	85.00%	78.00%	75.00%	83.00%	85.00%
ART percent cost-recovery	25.00%	24.50%	26.50%	18.00%	15.00%	15.00%
Annual passengers trips served in Arlington: Metrorail	47,376,700	48,681,729	48,207,767	36,791,586	5,640,000	TBD
Annual passengers trips served in Arlington: Metrobus	12,125,361	13,153,625	12,603,303	9,656,349	8,501,000	9,627,000
Annual passengers trips served in Arlington: Virginia Railway Express	868,097	840,000	845,500	548,000	81,000	270,000
ART passenger trips/hour	19.45	15.00	15.70	15.10	9.10	13.20

- In the second half of FY 2022, the WMATA budget proposes to eliminate some service. If approved, it is anticipated Metrobus riders within proximity of ART routes will use ART. ART continues to operate at reduced capacity due to the COVID-19 pandemic (10-12 passengers/trip).
- WMATA's FY 2022 proposed budget, released in November 2020, includes a large-scale reduction of service. A federal emergency economic relief bill was passed in late December 2020 which provides approximately $15B to transit agencies across the U.S. Now that the bill is signed, the Federal Transit Administration (FTA) will allocate funds to transit agencies. Fund allocation and impact to WMATA service is currently unknown. WMATA now believes that the proposed service reductions may not be necessary until the second half of the FY 2022 fiscal year unless another round of relief funding is received.
- At this time, the ever-changing commuting patterns and times of travel, coupled with the unknown timing of employers returning to work, it is not possible to forecast the Metrorail ridership for FY 2022 with any accuracy. We are continuously monitoring the ridership trends to determine what the future ridership of Metrorail will be.

Paratransit

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
STAR passengers per revenue hour	2.11	2.02	2.40	2.0	2.0	2.0

- The STAR passengers per revenue hour productivity statistic is expected to remain static as passengers slowly return to using STAR in FY 2022.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ADA-certified residents	1,688	1,648	1,643	1,687	1,707	1,707
Annual passenger trips served in Arlington: STAR	86,455	78,500	74,218	65,137	25,000	50,000
Annual passenger trips served in Arlington: MetroAccess	18,630	18,406	22,611	18,755	14,000	18,000

- Annual passenger trips on STAR and MetroAccess in FY 2020 were impacted due to changes associated with regional stay-at-home orders and mandatory telework policies region-wide associated with the COVID-19 pandemic. STAR users also tend to be part of the vulnerable population that is more severely impacted by the pandemic and therefore, we are anticipating a greater impact to annual trips as compared to ART service in FY 2021 and FY 2022.
- Ridership on STAR and MetroAccess is projected to slowly increase in FY 2022 as passengers slowly return to using those services after vaccine distribution.

Transit Bus Stop Projects

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ADA-access improvements	13	35	61	30	30	30
New amenities added (benches/trash receptacles)	3/2	13/3	18/5	7/2	7/2	10/10
New and replacement shelters (with benches)	15	16	13	10	10	10

- An increase in bus stop improvements in FY 2018 and FY 2019 was the result of increased state funding associated with the implementation of bus stop projects along the Lee Highway/Washington boulevard 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.

PERFORMANCE MEASURES

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Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Land Disturbance permits issued	374	341	415	448	460	500
Public right-of-way permits issued	1,725	1,662	1,750	2,000	2,200	2,500
Transportation right-of-way permits issued	5,375	5,021	4,874	4,587	5,000	5,100

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Building, plumbing, and demolition permits reviewed	7,576	9,276	8,080	8,348	9,000	9,200

- Building, plumbing, and demolition permits increase in FY 2020-2022 due to increased construction activity throughout the County on both single family residential and commercial/residential multi-story development projects.

COMMUTER SERVICES PROGRAM

PROGRAM MISSION

To respond to the current crisis, Arlington County Commuter Services (ACCS) has established new bureau-level strategic priorities, consistent with County communications and with our funding source requirements, to better align efforts over the next few years with the transportation recovery the community needs. Our mission is to provide Arlington residents, workers, businesses, visitors, and leaders with transportation insights, information, and resources that support a vibrant, sustainable, healthy and inclusive community. In the current environment, specific new strategic priorities to do that include:

1. Starting a slow and methodical shift of focus away from transportation for commuting alone to transportation for all trips.
2. Supporting Transit during a critical time, helping the Bureau refresh, reimagine, and redesign their role and service to remain vital in the community.
3. Leveraging original research, synthesis and research communications to expand understanding of the value of transportation demand management.
4. Tailoring programs and services to the needs of essential workers as one means to help mitigate the disparate impacts of COVID on these individuals and families.
5. Promoting, enabling, and educating about "active transportation" options (walking, biking, riding scooters, e-bikes, skateboards, etc.) and the expanding role of short local trips, including how these options support access to transit for longer trips.

ACCS core service areas responding to these strategic priorities are:

- 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. Relative to other ACCS customer types, Commuter Stores often serve a lower-income cash-based population, minorities, people whose second language is English, the elderly, and students.
- Arlington Transportation Partners (ATP), a business-to-business service model, provides customized and comprehensive employer, residential, commercial office, hotel, schools and development services expertise. It also provides specialized Transportation Demand Management (TDM) marketing assistance to a broad range of customers to encourage the use of employer-based commuter benefit programs and Capital Bikeshare memberships and ensures the proliferation of customized transportation options information to business workforces throughout Arlington.
- 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.
- The Marketing program promotes, educates, and informs about Arlington Transit (ART) and Metrobus routes, iRide (student transit), Arlington's 'Car-Free Diet', biking, walking, and teleworking, 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, evaluation, and operation of shared mobility programs including reserved space and free-floating car-sharing and most recently, the shared micro-mobility devices 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 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.

PERFORMANCE MEASURES

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Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ATP Employer Clients (also includes hotels and schools)	878	877	783	816	794	804
ATP Multi-Family Residential Building Clients	325	335	334	337	340	342
ATP Commercial Building Clients	67	77	94	99	107	113
Site Plans and Use Permits with Transportation Demand Management Conditions	193	202	236	240	248	255
ATP Employer Clients Providing Transit Benefits	440	450	517	434	438	444
Commuter Stores Customers	365,256	324,909	319,925	241,368	134,162	233,675
ACCS "Family of Websites" Site Visits	2,614,237	2,835,581	2,191,947	1,534,305	720,000	864,000
Capital Bikeshare (CaBi) Trips Originating in Arlington	277,970	280,259	258,502	226,387	205,820	226,000
Average Daily Single Occupancy Vehicle (SOV) Trips Eliminated	44,000	45,000	55,184	48,695	50,350	50,646

COMMUTER SERVICES PROGRAM

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Daily Vehicles Miles Traveled (VMT) Eliminated	825,000	909,788	928,115	811,860	820,247	826,772
Daily Reduction of Carbon Dioxide (CO_2) Emissions (in tons)	754,000	756,000	763,333	690,400	695,067	697,022

- ACCS has a critical role to play in the recovery of both local and regional transit services such as ART, Metro, and VRE through its network of business and consumer customers and its extensive expertise in the needs of the marketplace.
- 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.
- In FY 2019, the drop in ATP employer clients was 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 which occurred during that year. There is a second drop in FY 2021 reflecting the impact of the COVID-19 pandemic on business activity. We expect the level of participation and engagement to increase again in FY 2022.
- Commuter Stores saw a decrease in customers due to both the lockdown that started in spring of FY 2020 and the impacts of the COVID-19 pandemic carrying into FY 2021. During much of this time, many transit services in the region, even if they were being used, were being offered for free to allow for rear door boarding, etc. With ART starting to charge fares again starting in January 2021, we expect to see a noticeable increase in customers again for sales of weekly bus passes, among other transit media.
- Capital Bikeshare trips originating in Arlington declined starting with the lockdown in March of 2020. Bikeshare overall has been less impacted than traditional public transportation, and in fact, with special essential worker incentives and being open for operations throughout, it has provided a lifeline travel option for many. Nonetheless, we expect that our FY 2021 rides will finish out the year lower than FY 2020 and we will not see the annual average pick back up until FY 2022. It is worth noting that commitment to annual memberships went down in the face of employment challenges and telework shifts in the region, but revenues from casual rides have been quite stable, dampening the fiscal impact.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ATP Client Employees Receiving Transit Benefits	116,434	116,434	112,607	116,434	120,000	122,000
Capital Bikeshare (CaBi) bicycles	698	698	698	700	734	758
Capital Bikeshare (CaBi) stations	92	92	92	93	104	107
Car-Free Diet Pledges	7,758	7,347	7,064	5,338	984	3,161
Car-Free Diet Retail Partners	495	460	566	560	608	656
Commuter Information Center Calls Received	73,973	45,782	40,807	42,675	14,303	24,787
Participants in Bike Arlington Bike Education Classes	250	202	276	81	0	200

COMMUTER SERVICES PROGRAM

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Vanpools Formed through ATP Outreach	9	4	8	4	3	3
Brochures Distributed	470,615	372,228	309,174	316,562	200,000	370,400

- 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. This participant rate was stable through the COVID-19 pandemic emergency, but the more involved participation for Car-Free Diet Pledges dropped dramatically because for safety purposes ACCS ceased all in-person outreach with the street teams that would normally work community events and engage people one-on-one.
- Distribution of brochures refers to the number of brochures and timetables delivered to corporate or retail clients and individuals from the ACCS Distribution and Logistics Warehouse as well as those distributed to the community through Commuter Stores and at outreach events. The number has decreased as end users are instead coming directly to websites, social media, or smartphones apps for digital information, and also due to decreases in outreach events and transit trip planning activity due to COVID-19. ACCS anticipates that brochure distribution will increase again in FY 2022
- Overall, Commuter Services programs and customer participation dropped during the end of FY 2020 and through the beginning of FY 2021. The nature of needs and participation may be permanently changed by the COVID-19 pandemic, as a long-term increased level of telework is anticipated and many commutes are likely to shift from what was a typical five-day office work week to a hybrid of office and working from home. Nonetheless, ACCS recognizes there will always be a large segment of the community that will travel to a workplace at least some of the time, based on the nature of their jobs. Furthermore, community members will continue to need travel options for non-work trips, particularly as they adjust to a new home "workplace" and require daytime options near home that they may not have needed before. Safe, effective, and comfortable travel options that minimize congestion and air quality impacts will continue to be key to Arlington and regional quality of life, and the tools in the TDM toolbox will help to support a swift and confident return to the "new normal". Other than the strategic direction described at the top that will manifest within program activities, no significant changes in service areas are recommended for FY 2022. As the recovery takes place, services and strategies will make steady and methodical shifts as needed in FY 2023 and FY 2024, consistent with the parameters of funding sources and approved grant scopes of work.

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 counts, 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 7800 County-owned streetlights. Track the operation of 11,500 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.

TRANSPORTATION ENGINEERING AND OPERATIONS

- Plan, design, and implement phased transition of streetlight ownership and type outlined under the Streetlight Management Plan to provide more simplified maintenance zones and transition of the infrastructure to more efficient LED lighting.
- 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 the Lubber Run Community Center garage.

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 and pedestrian 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 network.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Residential Permit Parking

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average processing time for new block/extended hours (weeks)	16	N/A	N/A	N/A	N/A	24
Number of households receiving permits and passes in the residential permit parking program (RPPP)	9,287	9,244	8,982	9,000	8,600	8,500
Number of petitions requests received for new blocks and extended hours	41	0	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 required a large commitment in staff resources and contracted services. The RPP Program review is now estimated to be completed in Spring 2021. As part of this program review a new fee schedule is anticipated to be adopted by the Board in February of 2021.
- 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 County will begin accepting petition requests again in FY 2022. The changes adopted by the Board may impact the number of petitions received, but it is reasonable to assume that there will be many requests following four fiscal years during which petitions could not be requested.
- The number of households receiving permits and passes and the number of petition requests received are expected to decline slightly for FY 2021 and FY 2022 in line with recent trends. Residents will be able to submit petitions for new restrictions in FY 2022. However, any households added to the program would likely not join the program and receive permits until late FY 2022 or FY 2023. The COVID-19 pandemic may also delay adding new households to the program. The RPP program requires parking-occupancy studies in order for restrictions to be granted, and the County may decide that it is not appropriate to conduct these studies while travel patterns are disrupted.
- Assuming the County decides to conduct parking occupancy studies in FY 2022, processing time for new petitions is expected to increase as staff plan to make more observations of parking occupancy before granting restrictions.

Transportation System Management and Design Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Safety modifications	45	55	58	60	218	220
Safety studies	157	421	436	450	281	400

- 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.

- The number of safety studies increased in FY 2018 due to both improved tracking and improved responsiveness to resident requests through the new customer service system, Customer Care & Communications (C3).
- The number of safety studies is expected to decrease in FY 2021 due to the temporary pause in collecting traffic data due to the effects COVID-19 has had on travel. However, the number of safety modifications is expected to increase due to the policy changes made as a result of the County Board's adoption of Vision Zero. FY 2022 projections are based on conditions prior to COVID-19.

Street Lights Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average Response Time (Days) for County Streetlights - Major (Underground) Repairs	120	45	70	45	45	45
Average Response Time (Days) for County Streetlights - Minor Repairs	30	15	14	14	14	14
County Owned Streetlights	7,660	7,700	7,750	7,800	7,840	7,900

- 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 resulted in a significantly longer time to complete repairs.
- The County streetlights count is based on the County's asset management information.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Dominion Energy (DE) owned streetlights	11,150	11,200	11,250	11,506	11,550	11,600
Trouble calls received for County streetlights	1,450	1,183	956	850	800	780
Trouble calls received for DE streetlights	2,043	2,098	1,362	1,093	1,000	950

- Historical streetlight estimates have been adjusted based on Dominion Energy's audit of their streetlights.
- The decrease in trouble calls for the County lights is due to regular proactive maintenance of County LED streetlights. Additionally, the streetlight maintenance team has been conducting periodic County wide surveys to identify and fix unreported outages. Utilizing the capabilities of smart LEDs also allows the team to monitor connected lights and 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 including the fast-tracked permit process established in FY 2020 for DE streetlight repair works in the County public ROW.

TRANSPORTATION ENGINEERING AND OPERATIONS

On-Street Parking Management

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Metered parking spaces	5,835	5,759	5,666	5,751	5,920	5,930

- 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. The number of metered spaces County-wide increased in FY 2020 and is anticipated to increase in FY 2021 due to the completion of several development projects.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Requests for Meter Repair	4,280	3,915	3,425	1,760	1,404	1,400
Percent of meters put back in service within 24 hours	99%	99%	99%	99%	99%	99%
Meter revenue ($000)	$8,435	$8,518	$11,562	$9,239	$7,477	$10,006
Revenue per metered space	$1,446	$1,479	$2,401	$1,606	$1,263	$1,687

- 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. FY 2020 meter revenue reflects the impact of COVID-19 beginning in March 2020.

Traffic Signs Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Signs maintained	7,128	8,769	13,774	6,760	7,500	7,900

- Signs maintained indicates the number of signs that were replaced, repaired, relocated, or removed. In FY 2018 and FY 2019, the number of signs maintained increased due to full staffing, new Marking Projects and completing a Civic Association on the south side of Arlington.
- FY 2020 actuals reflect a decrease in signs maintained due to shifting resources to COVID-19 special projects. These include installing temporary Pickup and Drop-off zone (PUDO) signs and installing Temporary Outdoor Seating Areas (TOSA) for pedestrian safety and social distancing. FY 2021 and FY 2022 estimates are based on the assumption of improved public health condition.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Signs in inventory (added & removed)	123,364	124,329	122,353	131,049	134,000	134,000

TRANSPORTATION ENGINEERING AND OPERATIONS

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of emergency signs repaired within 24 hours - Stop, Yield and Do Not Enter	96%	95%	97%	99%	99%	99%
Temporary signs installed	13,258	15,439	15,679	14,794	15,800	15,800
Signs fabricated	2,773	3,853	3,159	2,017	2,050	2,050
New installation of overhead street name blades and regulatory signs	20	49	10	39	20	30

- Temporary signage increased in FY 2018 and FY 2019 due to special events and decreased in FY 2020 due to COVID-19 but is expected to normalize in FY 2021 and FY 2022.
- Sign fabrication increased slightly in FY 2018 due to requests from County agencies and the volume of signs for marking plans. In FY 2019 and FY 2020 sign fabrication decreased due to a staffing level adjustment and will level off in FY 2021 and FY 2022.
- New overhead and regulatory sign installations increased in 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. FY 2020 actuals increased due to temporary additional resources and will normalize in FY 2021 and FY 2022.

Traffic Signals Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
New traffic signals installed	1	0	1	1	0	2
Signals rebuilt/upgraded	8	8	10	10	12	10

- For FY 2020, a new signal was installed as part of the 750 N Glebe development at Glebe Road and 7th St. N. For FY 2022, a new signal is planned at Columbia Pike and Frederick as part of the Columbia Pike Multimodal project and a new signal is anticipated on 15th St S between S Hayes St and S Fern St.
- 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 anticipated increase in FY 2021 includes four signals being rebuilt with the Columbia Pike Multimodal Project.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of Closed Circuit Television (CCTV) cameras	191	257	286	289	290	291
Signals optimized	42	45	25	20	0	60
Traffic signals in service	296	296	297	298	298	300
Trouble calls received/addressed	2,000	1,845	1,586	1,571	1,300	1,100

- 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. 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 was partially optimized, however, due to COVID-19 disruptions the optimization project was placed on hold indefinitely and will likely resume in FY 2022.
- Trouble calls received includes signal maintenance and signal analysis calls made through PublicStuff and other portals. The implementation of a new customer service system, C3, has reduced the number of such calls. The decrease in FY 2020 is due to the implementation of additional preventative maintenance initiatives.

Pavement Marking Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Maintenance of marking material (linear feet)	42,553	98,000	75,000	75,000	75,000	75,000
New marking material installation (linear feet)	262,465	260,000	275,000	260,000	260,000	250,000

- 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.
- Maintenance of pavement markings increased in FY 2018 due to staff implementing a proactive remark program at the beginning of the marking season.
- Between FY 2019 and FY 2020, staff continued implementation of a proactive remarking program, which has stabilized since the first year of implementation in FY 2018. In FY 2021 and 2022, staff anticipate that marking maintenance will continue as has been implemented over the past two years. However, in FY 2022, the paving mileage is expected to decrease, likewise, new markings are expected to decrease.

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.

ENGINEERING BUREAU

PPROGRAM 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 36 vehicular and pedestrian bridges.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Engineering Bureau

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cost Value of projects built	$20.0M	$19.0M	$18.5M	$26.8M	$32.2M	$29.5M
Cost Value of projects designed	$33.0M	$15.5M	$29.5M	$19.7M	$40.7M	$74.3M

- 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.
- Significant increase in value of design projects in FY 2021 and FY 2022 is due to large projects such as Columbia Pike, Woodstock Park underground detention, and Arlington Ridge bridge replacement.

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 new and existing public safety, human services, recreational, and transit facilities and infrastructure improvement projects that support County and regional operations.

- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Capital project expenditures ($000's)	$22,300	$36,300	$29,292	$31,062	$18,010	$12,941
Capital projects in design and construction	15	15	12	17	12	9

- As a result of the COVID-19 pandemic, the capital project expenditures and projects in design and construction decreased in FY 2021 and are expected to decrease further in FY 2022. Due to the reduced number of projects, the Bureau froze one Project Manager position, going from 5 to 4 FTEs starting January 2021.
- 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.

FACILITIES DESIGN AND CONSTRUCTION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Interior expenditures ($000's)	$1,200	$1,000	$1,005	$1,000	$1,000	$500
Interior renovation/repair activities	665	600	550	600	250	250

- The general or typical interior expenditures and activities across a broad range of facilities declined for FY 2021 due to the COVID-19 pandemic, increased telework, restrictions on public use in County facilities, and budget limitations. However, total expenditures haven't declined significantly in FY 2021 due to several larger scale office furniture and installation projects at Columbia Pike Library, Long Bridge, and the Commonwealth Attorney's Office. Interior expenditures are expected to be lower in FY 2022 as County activities rebound from the COVID-19 pandemic.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Encroachments/vacations	16	25	22	30	17	24
Number of leases approved	18	13	22	15	24	20
Number of properties acquired	5	10	8	7	0	4
Other real estate agreements completed	27	19	30	35	11	23
Right of way agreements acquired	119	77	90	79	95	87

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 85 County facilities and 2.5 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.
- Manage the manned security contract, maintain the electronic security system in Bozman Government Center and administer County I.D. system.

Custodial Services

- Provide comprehensive janitorial cleaning services to over 85 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.
- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Custodial Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of inspections in compliance with standards	96%	96%	96%	97%	97%	97%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Inspections completed per year	228	226	240	188	100	120
Work orders processed per year	149	152	151	114	130	150

- In FY 2020, the decrease in inspections completed and work orders processed was related to building closures due to COVID-19.
- In FY 2021 inspections will be lower due to closed facilities. We are anticipating an increase in work orders in FY 2022 as more facilities re-open and we anticipate an increase in requests for facility cleanings.

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) a facilitator across other County offices and divisions, and (3) an administrator and implementer of governmental and 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;
- Stimulate public-private partnerships that leverage opportunities for 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.

PERFORMANCE MEASURES

- **NOTE** that in the context of GHG emissions and government facilities energy use, COVID-19 is an anomaly. FY 2020 Performance Measures are adjusted to exclude COVID-19 impacts to services. FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Notwithstanding COVID-19, AIRE actively implemented a portfolio of programs noted below. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Change in GHG emissions across the community (in tons of CO2) from prior year (outside COVID-19 conditions)	-10,000	-30,000	-35,000	-35,000	-21,000	-45,000
Change in GHG emissions across the County operations (in tons of CO2) from prior year (non-attributable to COVID-19 conditions)	-880	-1000	-1,000	-1,000	-485	-985
Percent of decrease in energy consumption in County facilities from year to year	-1%	-0%	-1%	-2%	-1%	-2%
Share of County government operations electricity use met with renewable energy, including renewable energy certificates (RECs)	29%	29%	29%	30%	32%	80%

- Change in GHG emissions for the community are estimates based on data from local energy utilities obtained from MWCOG 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.
- In FY 2021, GHG emissions for the community represent *only* those emissions reductions aligned with County-AIRE actions. The total GHG emissions reduction for FY 2021 is estimated at -135,000, of which an estimated -114,000 are attributable to pandemic-imposed loss of economic and transportation activity; the remaining 21,000 are related to ongoing County-AIRE activity including but not limited to implementation of the County Green Building, Green Building Bonus, Green Home Choice, and Solar Programs.
- Change in GHG emissions in tons of CO_2 for County operations reflects the impact of energy efficiency projects, green power purchases, economic and public health conditions, 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. FY 2021 estimates for percent reductions in actual energy consumption reduction across County facilities is -30 percent, reflecting drastic constrictions related to the COVID-19 pandemic. Of the -30 percent, the share attributable to County-AIRE actions is calculated at -2 percent
- The share of County government operations electricity use met by renewable energy is expected to substantially grow in FY 2022 when the large solar farm (at which Arlington has a virtual power purchase agreement) in southern Virginia becomes operational, as well as a planned large-scale on-site solar installation.

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.

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 (funded by the Stormwater Fund).

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 (funded by the Stormwater Fund).

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

WATER, SEWER, AND STREETS BUREAU

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Asphalt Maintenance Cost per Lane Mile	$1,431	$1,905	$1,601	$1,624	$2,000	$2,000
Curb, gutter and sidewalks repaired and replaced (measured in Linear Feet)	12,446	8,372	7,369	10,735	13,000	13,000
Number of Potholes Repaired	3,623	2,650	5,637	1,945	3,000	4,000
Pavement Condition Index (PCI)	71	74.6	75.9	80.2	80	80
Percent Lane Miles of County Streets Paved in Calendar Year	9.0%	8.1%	7.2%	8.5%	7.5%	7.5%
Snow Mobilization/Snow Operations (Days)	10/14	14/21	14/20	4/5	14/20	14/20
Snow Ops Salt Usage/Winter (Tons)	3,700	5,800	7,500	15	6,000	6,000
Tripping Hazards Treated by Sidewalk Grinding or Jacking	N/A	3,048	1,574	1,958	5,500	5,500

- 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 acceptance by VDOT and also the addition of Fairfax Drive and 10th Street North.
- Curb, Gutter, and Sidewalks Repaired and Replaced – The unit of measure translates the volume of concrete used in all concrete right-of-way 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. Increases are projected in FY 2021 and FY 2022 due to additional funding.
- Potholes Repaired fluctuates based on the number of weather events and temperature changes. In FY 2019 and FY 2020, 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 2020 salt usage is due to a very mild winter in FY 2020.
- Tripping Hazards Treated is a new measure which indicates the use of innovative techniques such as concrete grinding and concrete jacking (lifting) to address tripping hazards created by offset sidewalk panels. This measure was not used extensively until FY 2018. We are projecting an increase in FY 2021 and FY 2022 due to increased ongoing funding added in the FY 2021 budget.

SOLID WASTE BUREAU

PROGRAM MISSION

The Solid Waste Bureau's (SWB) 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 SWB 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 33,150 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 of approximately 28,500 tons of residential garbage disposal at Covanta Arlington/Alexandria Waste-to-Energy (WTE) facility.
- Provide contract management of approximately 10,500 tons of single-stream recyclables collected from curbside, drop-off centers, and County and APS facilities.
- Administer agreement for year-round processing of approximately 8,000 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 sites.

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 (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 and the spring.

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.
- Maintain and empty street cans in the County's major commercial corridors.
- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Solid Waste Generation and Disposal (includes residential, commercial, and institutional)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
County's overall recycling and diversion rate as confirmed by Virginia Department of Environmental Quality	48.5%	49.0%	50.2%	50.8%	47.0%	52.0%

- The SWB expects a small decrease in the overall recycling rate due to the effects of COVID-19. The recycling rate is determined by what percentage of our total municipal solid waste (MSW) stream is recycled. During the pandemic there was a significant increase in the amount of heavy items disposed of in the trash as residents undertook spring cleaning projects. We believe this skewed the recycling rate lower. The recycling rate is expected to normalize in FY 2022 as the effects of COVID-19 fade and the introduction of the food scraps program.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
MSW generation per capita (tons)	.85	.86	.83	.81	.82	.82
Total Tons of MSW Generated	189,400	194,400	197,300	191,411	193,325	195,258

- Overall Municipal Solid Waste (MSW) generation is expected to grow at approximately one percent annually due to population growth.

Multi-family Recycling Compliance

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of recycling compliance inspections performed by inspectors	3,500	1,281	2,449	2,900	2,571	2,600
Percent of commercial properties in full compliance	45%	54%	58%	90%	98%	98%

- 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.
- FY 2021 compliance increased due to the introduction of a preliminary Microsoft Forms questionnaire that verified compliance requirements before in-person inspections were conducted. A similar compliance rate is expected for FY 2022 due to the continued use of Forms.
- 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. An increase in commerce, namely in the Ballston corridor and the Crystal City area due to the impact of Amazon, resulted in an increase in FY 2020 inspections to 2,900. Due to the onset of COVID-19 at the end of FY 2020 and its continuation through FY 2021, fewer new businesses are opening and more existing businesses are closing, reducing the number of total FY 2021 inspections.

Government Facilities

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of waste recycled from Arlington County Agencies	31%	44%	44%	44%	48%	45%

- 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.
- Due to facility closures as a result of COVID-19, there is an increase in the recycling rate of Arlington County agencies. This rate is expected to normalize in FY22 as the impacts of COVID-19 fade.

SOLID WASTE BUREAU

Residential Services Program

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average missed collections (trash, recycling, organics) per month	174	184	181	319	319	181
Curbside recycling tonnage	13,733	13,562	12,968	10,343	10,861	10,343
Curbside trash tonnage	27,027	26,786	27,367	28,359	30,828	25,442
Curbside organics tonnage	7,242	8,385	9,162	7,839	9,545	11,760
Customer satisfaction with residential services	95%	90%	90%	92%	90%	90%

- 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 FY 2020 is attributed to the July 2019 flood event. The spike in FY 2021 is attributed to staffing challenges the County contracted waste hauler has experienced due to the COVID-19 pandemic. The average of missed collections is expected to normalize in FY 2022.
- Curbside recycling tonnage dropped significantly from FY 2019 to FY 2020. This drop is largely attributable to the County's removal of glass from the materials collected in the curbside single stream recycling program. The majority of this glass is now collected and recycled through the County's five glass drop-off locations.
- Trash tonnage increased during the COVID-19 pandemic due to a variety of factors, including but not limited to, increased spring cleanings and yard projects, increased amount of telework and time spent at home, and increased usage of disposable items, such as takeout containers.
- Curbside yard tonnage decreased during the COVID-19 pandemic due to a temporary suspension in service for several months by our contractor (ADS) due to crew impacts associated with COVID-19.
- Collected yard trimmings are composted at the Loudoun Composting yard from May through October and the Earth Products Yard from November through April. With the addition of curbside food scraps collection, the mixed organics (yard trimmings and food scraps combined) will be taken to Freestate Farms in Prince William County year round.
- The established standard for customer satisfaction is 90 percent based on monthly customer service surveys that ask county citizens to rate programs.
- The addition of food scraps collection in FY 2022 will reduce the amount of curbside trash tonnage and increase the amount of mixed organics (yard trimmings and food scraps combined) tonnage. It will also increase the residential recycling rate by an estimated 8.7 percent and the County's overall recycling rate by an estimated 2 percent.

Sweeping/Litter Control Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of lane miles swept	11,257	11,297	11,585	9,196	9,950	9,950
Protected Bike Lanes miles swept	5.80	15.75	18.1	14.77	29.75	29.75

- Although the required number of commercial and residential passes were met, the SWB fell short in meeting the number of protected bike lanes swept in FY 2020 due to the COVID-19 pandemic and staffing shortages, with only 4 passes performed in FY 2020.

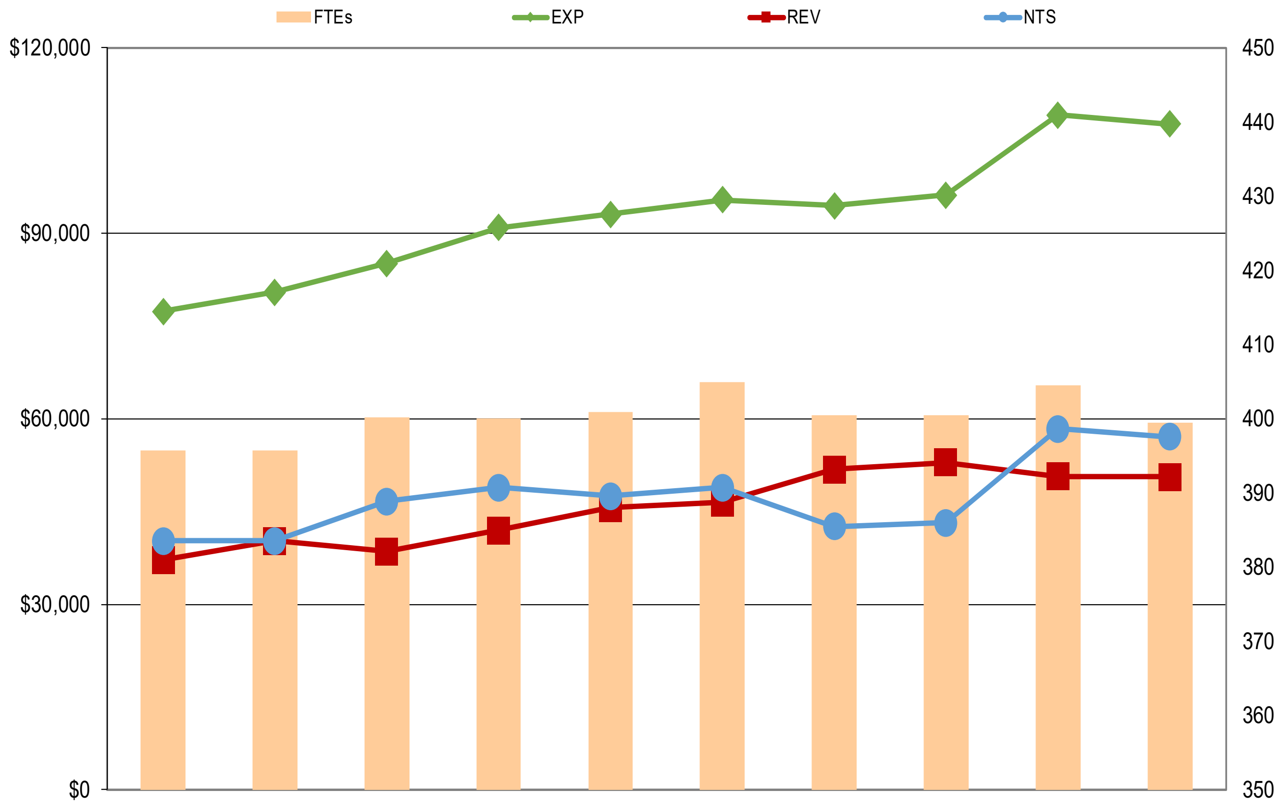
SOLID WASTE BUREAU

- 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. An additional 2,950 linear feet of protected bike lanes (equivalent to .56 miles) were added in 2020.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Sweeper material collected (tons)	1,367	1,433	1,539	490	700	700

- 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. Collected debris decreased significantly from FY 2019 to FY 2020. This decrease is at least partially attributed to this reduction in service; other causes of the decrease are unknown but currently being investigated. The protected bike lane passes remained at a goal of seven passes and the commercial sweeping continued to provide 26 passes throughout the fiscal year.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$77,420	$80,534	$85,162	$90,929	$93,100	$95,403	$94,454	$96,197	$109,182	$107,713
REV	$37,145	$40,257	$38,503	$42,005	$45,605	$46,475	$51,844	$52,975	$50,755	$50,613
NTS	$40,275	$40,277	$46,659	$48,924	$47,495	$48,928	$42,610	$43,222	$58,427	$57,100
FTEs	395.70	395.70	400.20	400.00	401.00	405.00	400.50	400.50	404.50	399.50

Fiscal Year	Description	FTEs
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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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)
	▪ 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

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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. ▪ 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).	

Fiscal Year	Description	FTEs
	▪ Eliminated FY 2015 one-time funding for contractual program management support for the conversion to Permits Plus ($150,000).	
	▪ The state reimbursement for maintenance of state traffic signals increases ($352,972).	
	▪ In FY 2016, Transportation Program Support is presented as a new line of business created by internal reallocations of personnel ($628,058) and non-personnel ($15,000) from various lines of business.	
	▪ *As part of FY 2015 closeout, the County Board appropriated funding for transit and for a new refuse contract in the Solid Waste division. ART transit funding was transferred from Transportation Capital to the General Fund ($578,702) and revenue was increased for Farebox collections ($260,721) in Transit Operations. With the award of a new refuse and solid waste contract, an additional $454,608 (revenue and expense) was appropriated to the Solid Waste division.*	
	▪ *The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by $0.25. The revised FY 2016 revenue budget for parking meters will be increased by $950,000. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase appropriated by the Board in June 2015.*	
FY 2017	▪ The Household Solid Waste Rate (HSWR) reflects an adopted increase of $36.24, resulting in a new annual household rate of $307.28 due to a new contract for refuse and recycling collection and the addition of year-round yard waste collection from single family, duplexes, and townhouses.	
	▪ Converted previously authorized overstrength position to a permanent Budget & Finance Specialist in the Commuter Services Program. This position is fully funded by existing grants and does not increase net tax support.	1.0
	▪ Eliminated FY 2016 one-time funding for contractual program management support for GIS ($50,000).	
	▪ Added ongoing funding for streetlight maintenance ($282,998) and ongoing funding for residential concrete maintenance ($150,000).	
	▪ Increases in the annual expense for maintenance and replacement of County vehicles ($38,617), contractual expenses (and revenue) related to the Household Solid Waste contract increase ($1,173,427), fuel costs ($204,161), operating costs for the Crystal City Potomac Yard (CCPY) Transitway ($97,221), and various non-discretionary contractual increases ($156,846).	
	▪ Increases were added for the full-year funding for the new Arlington Transit (ART) route 55 and enhancements to ART routes 41, 42, 43, 45, and 87 ($1,109,788), partially funded through new fares associated with the routes ($544,381).	
	▪ Revenue increases include parking meter revenue ($1,140,000), highway permits ($98,000), community program and site plan reviews ($49,002), the transfer in of funding from the Transportation Capital fund ($112,859), and Residential utility tax receipts increase ($150,000).	

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).*	*1.0*
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.	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ 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 charges increase due to adjustments to the allocation of costs for reimbursable services to the Utilities Fund in the Director's Office ($157,012).	
	▪ 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*
FY 2021	▪ Added 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

Fiscal Year	Description	FTEs
	▪ Reclassified 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).	
	▪ Added a Traffic Engineer to support the Customer Care & Communications Center (C3) ($162,250).	1.0
	▪ Increased ART funding due to the newly rebid and awarded operations and maintenance contract ($4,440,046) and contractual services increases including STAR services ($352,828).	
	▪ Increase 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).	
	▪ Added 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.	
	▪ Reallocated funds within the Facilities Management Bureau to contracted services ($200,180).	
	▪ Added funding to provide facilities management services at the new Lubber Run Recreation Center ($155,735).	
	▪ Transferred in Non-Departmental funds to manage facility security ID services ($93,000).	
	▪ Added funding for the County's share of maintenance for the new Alice West Fleet School garage ($30,000).	
	▪ Added funding for facilities' preventative maintenance ($100,000).	
	▪ Transferred out security maintenance funding to the Sheriff's Office ($340,000).	
	▪ Added one-time funding to assist with investigating and developing initiatives in line with the County's recently-adopted Community Energy Plan ($150,000).	
	▪ Added ongoing funding for the maintenance and replacement costs for 28 electric vehicles that were purchased in FY 2020 by the Automotive Equipment Fund ($37,401).	
	▪ An increase to disposal costs driven primarily by the recycling markets ($409,832).	
	▪ Added funding for operation and maintenance costs for Covanta WTE facility ($8,075).	
	▪ An increase to charges by the Utility Fund to support the Call Center ($13,755).	
	▪ Added one-time funds to support a sidewalk condition assessment ($300,000) and additional funding added for concrete maintenance ($250,000).	
	▪ Intra-county charges increased 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.	

Fiscal Year	Description	FTEs
	▪ Intra-county charges decrease due to the allocation of costs for reimbursable services to the Utilities Fund in the Director's Office ($39,207) and Engineering Bureau ($5,566). ▪ Intra-county charges decrease due to 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). ▪ Solid Waste fee revenue increased due to an increase in the Household Solid Waste Rate ($455,504). The Household Solid Waste Rate increased from $306.00 to $319.03 as a result of the increase in disposable costs for recycling. ▪ Solid Waste fee revenue decreased due to a decrease in mulch fees ($25,000) and rental income for Waste to Energy Facility ($48,515) based on aligning budget with actuals. ▪ Transit fee revenue decreased due to a decline in projected ART bus fare revenue ($338,741), partially offset by an increase in ART business contributions ($33,076). ▪ Development Services and Transportation, Engineering, and Operations fee revenue increased due to an inflationary increase of 2.5 percent to fees ($81,921). ▪ Development Services fee revenue increased due to increased Site Plan fees ($46,250) based on anticipated construction and Small Wireless fees ($25,000) based on anticipated applications. ▪ Development Services fee revenue increased due to an increase in anticipated Sediment/Erosion control revenue ($9,287). ▪ Development Services fee revenue decreased due to an anticipated decrease in Highway Permits ($24,686), Surveys ($8,026), Community Program fees ($44,280), and Bond Processing Fees ($4,151). ▪ Transportation, Engineering, and Operations fee revenue decreased due to an anticipated decrease in meter revenue ($1,355,957). ▪ Transportation, Engineering, and Operations fee revenue increased due to increased Highway Permits ($156,646) based on aligning budget with actuals. ▪ Grant revenue increased 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 increased due to the increased operations and maintenance costs for ART ($368,851).	

DEPARTMENT OF HUMAN SERVICES
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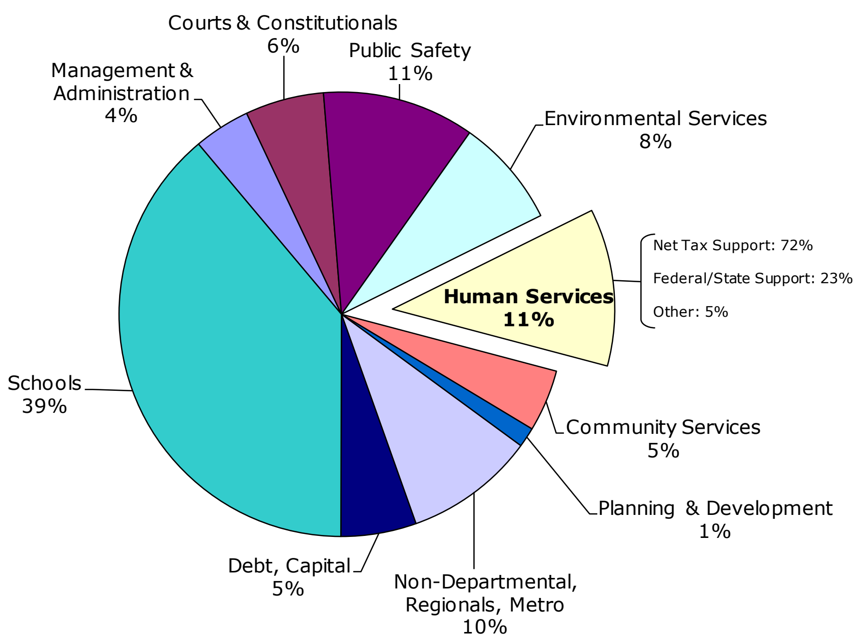
Our Mission: Strengthen, protect, and empower those in need

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 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Director's Office

Departmental Management and Leadership
- Human Resources
- Financial Management
- Information Systems
- Performance Review and Compliance
- Facilities Operations

Economic Independence

Management and Administration
- Customer Service Center

Community Assistance
- Clinical Coordination
- Community Outreach
- Community Corrections

Housing Assistance and Homeless Programs
- Housing Grants
- Real Estate Tax Relief
- Homeless and Shelter Services
- Supportive Housing
- Rapid Re-Housing

Public Assistance
- General Relief
- Auxiliary Grants
- Supplemental Nutrition Assistance Program
- Medicaid
- Temporary Assistance to Needy Families
- Energy Assistance
- Refugee Services
- Title IV-E

Employment Services
- Job Search and Placement
- Skills Training
- English as Second Language Training
- Workforce Board and Consortium

Housing Choice Voucher Fund
- Housing Choice Vouchers
- Project-Based Assistance Housing Choice Vouchers
- Housing Opportunities for Persons with AIDS
- Milestones
- Family Unification

Section 8 Housing Assistance is in the Housing Choice Voucher Fund

Public Health

Management and Administration
- Emergency Planning and Response
- Occupational Health

Community Health Services
- Family Planning
- Maternity Care
- Immunization Clinic
- Medical Case Management
- Maternal-Child Nutrition [Women, Infant and Children Program (WIC)]
- HIV/AIDS/Sexually Transmitted Infections (STI) and AIDS Drug Assistance Program (ADAP)
- Dental Clinic

School Health
- School Based Health Clinics
- Health Appraisal Clinics
- Parent and Infant Education (PIE)

Community Health Protection
- Restaurant Inspection
- Pool Inspection
- Hotel Inspection
- Animal and Rodent Control
- Disease Surveillance and Investigation
- Tuberculosis Medical Case Management

Laboratory Services

Behavioral Healthcare

Management and Administration
- Customer Service Center
- Recovery Program
- CSB Medical Records

Client Services Entry
- Assessment and Intake
- Emergency Services
- Discharge Planning, Assistance, and Regional Diversion Project
- Jail Diversion/Forensic Case Management
- Homeless Case Management
- Project Peace

Psychiatric Services
- Wellness
- Psychiatric Clinical Services

Outpatient Services
- Program for Assertive Community Treatment (PACT)
- Mental Health Community Supportive Services
- Employment Services
- Substance Abuse Outpatient Services

Specialized & Residential Services
- Abusers Intervention Program (AIP)
- Behavioral Health Residential Treatment
- Clarendon House
- Drug Court
- Jail/Addictions, Corrections and Treatment (ACT)
- Jail/Mental Health Treatment
- Office Based Opioid Treatment

Child & Family Services

Management and Administration

Planning and Support Services
- Early Childhood Development
- Parent Education & Project Family
- Partnership for Children, Youth and Parents
- Child Services Act (CSA)

Child Welfare
- Child Protective Services
- Foster Care
- Family Partnership Meetings
- Adoption

Behavioral Healthcare
- Intake Services
- Assessment and Child Advocacy Center
- Outpatient Therapy
- Outpatient Case Management

Aging & Disability Services

Management and Administration

Community Supports and Coordination
- Agency on Aging
- Adult Social Services
- Adult Protective Services
- Nursing Case Management
- In-Home Services
- Volunteer Guardianship and Personal Advocate Services
- Adult Day Healthcare Center

Senior Adult Mental Health Program
- Geriatric 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

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Department of Human Services (DHS) is $156,088,709, a seven percent increase over the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ Personnel increases due to the addition of 18.50 FTEs (14.35 permanent, 4.15 temporary) and the County's cost for employee health insurance, partially offset by lower retirement contributions based on current actuarial projections and the reductions itemized in the following section titled FY 2022 Proposed Budget Reductions. The FTE changes to permanent staffing are described below:
  - Grant-funded Behavioral Health Specialist ($104,000, 1.0 FTE) for the Permanent Supportive Housing Program in the Behavioral Health Division's Outpatient Services line of business.
  - Grant-funded Behavioral Health Specialist ($89,000, 1.0 FTE) for the Forensic Discharge Planning Program in the Behavioral Health Division's Specialized and Residential Services line of business.
  - Grant-funded Behavioral Health Therapist (1.0 FTE) and Behavioral Health Specialist (1.0 FTE) for opioid prevention case management in the Behavioral Health Division's Specialized and Residential line of business. This budget was approved through prior board action and will be carried forward through the annual closeout process as needed.
  - Grant-funded Psychiatrist ($89,000, 0.25 FTE) for the Forensic Discharge Planning Program in the Behavioral Health Division's Psychiatric Services line of business.
  - Grant-funded Human Services Specialist ($43,832, 0.50 FTE) for the Medication Assisted Treatment Program in the Behavioral Health Division's Specialized and Residential Services line of business.
  - Grant-funded Management Specialist ($78,000, 1.0 FTE) for the Children's Regional Crisis Response Program in the Child and Family Services Division's Behavioral Healthcare line of business.
  - Grant funds to increase existing Management Specialist position ($24,383, 0.25 FTE), a new Eligibility Worker ($44,070, 0.50 FTE), and a new Management Specialist ($100,050, 1.0 FTE) for Permanent Supportive Housing in Economic Independence Division's Housing Assistance line of business.
  - Management Specialist ($100,050, 1.0 FTE) to serve as Food Security Coordinator in the Economic Independence Division's Management and Administration line of business.
  - Grand-funded Management Specialist (1.0 FTE) to serve as Medical Reserve Corps (MRC) Coordinator in Public Health Division's Management and Administration line of business. The position's budget was approved through prior board action and will be carried forward through the annual closeout process as needed.
  - Grant-funded Management Specialist ($79,945, 1.0 FTE) to serve as Virginia Insurance Counseling and Assistance Program (VICAP) Coordinator in Aging and Disability Services Division's Area Agency on Aging line of business.
  - Public Health Nurse ($55,967, 0.50 FTE) and Clinic Aide ($55,352, 0.75 FTE) to work in the new Reed Elementary School in Public Health Division's School Health line of business.
  - The following positions reflect the first year of a three-year implementation plan to enhance behavioral health crisis care systems in DHS resulting from the department's review of the Police Practices Group focus on mental health care: Physician Assistant ($140,946, 1.0 FTE), Psychiatric Nurse ($112,901, 1.0 FTE), and an Emergency Services Clinician ($125,393, 1.0 FTE) added in the Behavioral Health Division's Specialized and

Residential Services line of business. The Physician Assistant will support increased diversion to the Crisis Intervention Center (CIC), the Emergency Services Clinician will support increased shifts at the CIC, and the psychiatric nurse will enhance capacity at the CIC with the goal of decreasing admission refusals.

- Grant-funded Human Services Clinician II ($107,727, 1.0 FTE) for foster care prevention services in the Child and Family Services Division's Child Welfare line of business.

- ↑ Non-personnel increases primarily due to Sequoia Plaza rent and operating expenses ($307,321), various Department of Behavioral Health and Developmental Services (DBHDS) state grants ($166,217), the Auxiliary Grants Program ($35,000), Virginia Tobacco Settlement Fund ($150,000), contractual services ($112,047), federally-funded Title IV-E Adoption ($98,449), State Opioid Response ($50,000), federally-funded Kinship Navigator ($70,000), grant-funded Children's Regional Crisis Response ($1,203,610), grant-funded Same Day Access ($49,980), contractual increases resulting from the proposed living wage increase from $15 to $17 per hour ($286,716), enhanced behavioral health crisis care system ($104,799 ongoing and $90,000 one-time), and contractual increases for an enhanced withdrawal management program ($1,487,747) and for residential mental health group homes ($314,090 ongoing and $166,120 one-time). Non-personnel increases are partially offset by grant-related decreases in Title IV-E Foster Care ($85,152), Virginia Homeless Solutions Program (VHSP) Grant ($122,266), Parent Infant Education (PIE) ($211,995), and the proposed reductions itemized on the following page.
- The total funding for the enhancements to behavioral health crisis care in the FY 2022 proposed budget is $574,039. This additional funding adds the three new positions described above ($379,240), one medically equipped vehicle dedicated to the mobile crisis unit ($90,000 one-time, $14,000 ongoing), a contracted peer recovery specialist ($65,000) to support the mobile crisis response and crisis stabilization services, and operating equipment ($25,799).
- The total funding for the Housing Grant Program in the FY 2022 proposed budget is $12,684,037 after the addition of $2,492,331 to fund the annual ongoing increase ($1,180,784 is one-time funding) and $61,332 to fund the increase in Maximum Allowable Rent. This is a total addition of $2,553,663 to the $10,130,374 base budget.
- The total local funding for the Permanent Supportive Housing Program in the FY 2022 proposed budget is $3,069,019 after the addition of $591,595 to the $2,477,424 base budget to fund the annual ongoing increase. The total state funding for the program is $1,017,930. The program's total budget is $4,086,949.
- ↑ 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 the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) unrestricted state funding for mental health allocation ($723,809).
  - ↑ Increase due to the Children's Regional Crisis Response Grant ($1,281,610).
  - ↑ Increase due to State Opioid Response ($50,000).
  - ↑ Increase due to Kinship Navigator Grant ($70,000).
  - ↑ Increase due to Virginia Tobacco Settlement Fund ($150,000).
  - ↑ Increase due to Federal Adoption Assistance ($98,449).
  - ↑ Increase due to the state portion of the Auxiliary Grants Program ($28,000).
  - ↑ Increase due to revenue cost sharing agreement with Alexandria ($434,424).
  - ↑ Increase due to higher federal High Intensity Drug Trafficking Areas (HIDTA) allocation for residential treatment of substance use disorders ($41,550).

- ↑ Increase due to a transfer in from Title IV-E Adoption and Foster Care funds held in a trust and agency account ($468,429).
- ↓ Decrease due to Virginia Department of Social Services (VDSS) Programs ($110,212).
- ↓ Decrease due to reduction in PIE-Medicaid ($35,000).
- ↓ Decrease in Workforce Innovation and Opportunity Act (WIOA) Grant ($74,927).
- ↓ Decrease due to reduction in Title IV-E Foster Care ($85,152).
- ↓ Decrease due to reduction in the Virginia Homeless Solutions Program (VHSP) Grant ($122,266).
- ↓ Decrease in PIE Grant ($211,995).
- ↓ Decrease in Vital Statistics ($25,908) and Swimming Pools revenue ($35,455).
- ↓ Decrease in RAFT for DAP Funds ($164,256).

FY 2022 Proposed Budget Reductions

Director's Office

↓ Reduce the information technology consultant budget ($36,235).
IMPACT: The remaining consultant budget is sufficient for continuing project management, training, and system configuration used across the department. Services are increasingly provided through contractual agreements with software companies.

↓ Eliminate three vehicles from the department's fleet ($13,931).
IMPACT: The vehicles are available to department staff for local or state-wide business travel. Following a needs analysis of the department's fleet, these vehicles can be eliminated with no adverse impact.

Economic Independence

↓ Reduce the consultant budget ($46,013).
IMPACT: The remaining consultant budget is sufficient for continuing to provide administrative, training, and programmatic support to the division's social safety net programs.

↓ Transfer a part-time Administrative Technician from the division's County funded housing program to the federally funded Housing Choice Voucher Program ($32,436, 0.40 FTE).
IMPACT: The position's duties will be transferred to other support staff of the County-funded programs. The Housing Choice Voucher Program can absorb the increased cost with no adverse impact.

↓ Reduce the Emergency Lodging Program's budget ($11,000).
IMPACT: The remaining budget is sufficient for continuing to administer the emergency lodging program with no adverse impact to service provision.

↓ Reduce the grant to the Shirlington Employment and Education Center (SEEC) ($25,000).
IMPACT: This reduction has no adverse client impact. If SEEC is unable to meet demand, clients can be referred to the Employment Center or Community Outreach Program co-located in the Arlington Mill Community Center.

Behavioral Health

↓ Eliminate a vacant Human Services Specialist in the Clarendon House Program ($95,999, 1.0 FTE).
IMPACT: The position's duties will be absorbed by the remaining three Human Services Specialists whose caseloads will increase from an average of 24 clients to 32 clients.

Child and Family Services

↓ Freeze a vacant Administrative Specialist in the Child and Family Services Division's Management and Administration Unit ($55,154, 1.0 FTE).
IMPACT: The position's duties will be absorbed by the remaining six staff. Total net savings: $55,154 ($88,958 expense reduction offset by a reduction of $33,804 in revenue reimbursement).

↑ Transfer Title IV-E trust and agency funds to the department's General Fund ($468,429).
IMPACT: There is no adverse impact from this funding transfer. Any potential reimbursement retractions resulting from audit findings or eligibility errors for foster care programming under Title IV-E of the Social Security Act will be absorbed by the department's base budget.

↓ Reduce the Children Service's Act (CSA) budget ($448,500).
IMPACT: Less County tax support is needed to fund the program due to increases in Medicaid billing for covered services. There is no adverse client impact from the reduction. Total net savings: $448,500 ($975,000 expense reduction offset by a revenue reduction of $526,500).

Aging and Disability

↓ Eliminate the contract with Capital Caring budgeted in Non-Departmental ($14,051).
IMPACT: Households needing financial assistance may be eligible for funding from the Department of Human Services emergency assistance program. As the primary provider of hospice and palliative care in the County, some clients may be referred to the Virginia Hospital Center for services. The County will continue to provide an annual property tax abatement of $50,000 to the organization.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$75,792,966	$78,708,090	$82,311,533	5%
Nonpersonnel	64,609,325	67,785,797	74,089,892	9%
Intra-County Charges	(319,789)	(367,102)	(312,716)	-15%
Total Expenditures	140,082,502	146,126,785	156,088,709	7%
Fees	5,093,879	5,015,005	6,248,064	25%
Federal Share	15,560,469	15,318,387	15,309,102	-
State Share	20,310,545	21,208,177	21,011,090	-1%
Transfers	-	-	468,429	-
Other	875,068	692,316	1,285,220	86%
Total Revenues	41,839,961	42,233,885	44,321,905	5%
Net Tax Support	$98,242,541	$103,892,900	$111,766,804	8%
Permanent FTEs (Funded)	708.62	711.87	725.22	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	1.60	2.75	6.90	
Total Authorized FTEs	710.22	714.62	733.12	

Expenses & Revenues by Line Of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Departmental Management and Leadership	$12,784,638	$12,385,715	$12,695,114	2%	$659,249	$12,035,865
Economic Independence Division (EID)						
EID Management and Administration	4,322,200	4,584,706	4,650,651	1%	2,086,657	2,563,994
Community Assistance	2,552,419	2,555,652	2,048,578	-20%	711,877	1,336,701
Housing Assistance and Homeless Programs	20,554,290	20,291,881	24,378,112	20%	1,115,557	23,262,555
Public Assistance	5,442,945	5,637,282	5,760,362	2%	3,569,089	2,191,273
Employment Services	3,305,375	3,283,201	3,385,955	3%	896,612	2,489,343
EID Subtotal	36,177,227	36,352,722	40,223,658	11%	8,379,792	31,843,866
Public Health Division (PHD)						
PHD Management and Administration	6,614,276	5,953,730	6,124,376	3%	1,430,735	4,693,641
Community Health Services	5,774,213	6,582,032	6,560,218	-	1,965,314	4,594,904
School Health Clinics	7,397,888	7,736,322	8,092,434	5%	878,532	7,213,902
Community Health Protection	3,407,112	3,518,093	3,574,435	2%	1,153,047	2,421,388
PHD Subtotal	23,193,490	23,790,177	24,351,463	2%	5,427,628	18,923,835
Behavioral Health Division (BHD)						
BHD Management and Administration	4,255,448	4,268,408	4,510,691	6%	320,842	4,189,849
Client Service Entry	4,743,502	4,515,580	5,317,093	18%	2,240,989	3,076,104
Psychiatric Services	3,912,438	4,187,302	4,355,724	4%	1,325,305	3,030,419
Outpatient Services	7,210,771	7,662,283	7,920,397	3%	3,990,417	3,929,980
Specialized and Residential Services	8,676,584	8,854,810	11,233,517	27%	3,529,198	7,704,319
BHD Subtotal	28,798,744	29,488,383	33,337,422	13%	11,406,751	21,930,671
Child and Family Services Division (CFSD)						
CFSD Management and Administration	4,086,027	4,317,566	4,175,017	-3%	2,044,680	2,130,337
Planning and Support Services	2,974,229	5,434,261	4,531,417	-17%	1,430,877	3,100,540
Child Welfare	6,038,511	6,149,442	6,537,085	6%	4,929,206	1,607,879
Behavioral Healthcare	4,524,916	4,828,749	6,445,720	33%	3,879,304	2,566,416
CFSD Subtotal	17,623,683	20,730,018	21,689,239	5%	12,284,067	9,405,172
Aging and Disability Services Division (ADSD)						
ADSD Management and Administration	820,864	847,084	931,833	10%	-	931,833
Agency on Aging	2,216,777	2,171,101	2,283,615	5%	925,271	1,358,344
Community Supports & Coordination	5,487,753	5,528,025	5,716,708	3%	1,345,467	4,371,241
Senior Adult Mental Health Program	5,452,926	5,674,733	5,541,251	-2%	2,189,718	3,351,533
Developmental Disability Services	7,526,400	9,158,827	9,318,406	2%	1,703,962	7,614,444
ADSD Subtotal	21,504,720	23,379,770	23,791,813	2%	6,164,418	17,627,395
Total	**$140,082,502**	**$146,126,785**	**$156,088,709**	**7%**	**$44,321,905**	**$111,766,804**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Departmental Management and Leadership	63.10	63.10	-	63.10
Economic Independence Division (EID)				
EID Management and Administration*	26.00	27.75	-	27.75
Community Assistance	16.75	16.75	-	16.75
Housing Assistance and Homeless Programs	17.15	18.50	-	18.50
Public Assistance	51.25	50.50	-	50.50
Employment Services	19.00	19.00	-	19.00
EID Subtotal	130.15	132.50	-	132.50
Public Health Division (PHD)				
PHD Management and Administration*	24.00	23.50	0.40	23.90
Community Health Services	55.50	54.50	-	54.50
School Health Clinics	66.07	68.32	-	68.32
Community Health Protection	28.50	28.50	-	28.50
PHD Subtotal	174.07	174.82	0.40	175.22
Behavioral Health Division (BHD)				
BHD Management and Administration	16.00	17.00	-	17.00
Client Service Entry*	29.00	32.50	5.75	38.25
Psychiatric Services	21.95	21.20	-	21.20
Outpatient Services	62.80	63.80	-	63.80
Specialized and Residential Services	44.50	47.00	-	47.00
BHD Subtotal	174.25	181.50	5.75	187.25
Child and Family Services Division (CFSD)				
CFSD Management and Administration	21.00	20.00	-	20.00
Planning and Support Services	9.50	9.50	-	9.50
Child Welfare	33.50	35.50	-	35.50
Behavioral Healthcare*	27.35	27.75	0.60	28.35
CFSD Subtotal	91.35	92.75	0.60	93.35
Aging and Disability Services Division (ADSD)				
ADSD Management and Administration	5.50	6.50	-	6.50
Agency on Aging	8.30	9.30	-	9.30
Community Supports & Coordination*	29.90	28.75	0.15	28.90
Senior Adult Mental Health Program	14.50	13.50	-	13.50
Developmental Disability Services	23.50	23.50	-	23.50
ADSD Subtotal	81.70	81.55	0.15	81.70
Total	**714.62**	**726.22**	**6.90**	**733.12**

* FY 2021 Adopted FTE count includes temporary FTEs in the following lines of business: PHD Management and Administration (1.5 FTE), BHD Client Service Entry (0.5 FTE), CFSD Behavioral Healthcare (0.6 FTE), and ADSD Community Supports and Coordination (0.15 FTE).

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Project PEACE

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total Number of Individuals who received a Training or Presentation	N/A	N/A	1,618	2,957	1,000	2,500
Total Number of Outreach Tables/Community Events	N/A	N/A	30	11	5	10

- FY 2019 was the first year that Project PEACE embarked on this robust of a training and prevention program.
- FY 2020 in-person outreach was suspended due to COVID-19 resulting in fewer tabling events. However, Project PEACE did provide resources to existing tables at APS and food distribution sites resulting in over 5,000 fliers distributed. We predict much lower numbers for FY 2021 due to the suspension of in-person events. In particular for direct trainings or presentations,

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Project PEACE is unable to offer sessions directly to Arlington Public School students which made up more than 50% of our presentations for FY 2020.

Abuser Intervention Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of clients served	113	91	81	57	65	100
Percentage of clients completing the program with low risk scores	70%	74%	63%	64%	65%	75%
Percentage of clients not rearrested/convicted of an intimate-partner violence offense in Arlington post-completion	N/A	91%	100%	100%	95%	95%

- The number of people completing the Abusers Intervention Program is dependent on how many people are referred from the Juvenile and Domestic Court. People are referred after conviction for domestic violence. Due to COVID-19, the court system briefly paused referring clients to AIP. Court referrals have resumed and services are being provided digitally during the pandemic.
- 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 (i.e. gang involvement would categorize someone as high risk) and ability to meet expectations outside of AIP (i.e. 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Customer Service Center

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Calls abandoned prior to being answered	5%	5%	5%	6%	5%	5%
Quality of consultant information: average evaluation score for consultants	100%	99%	99%	98%	98%	98%
Callers who received accurate information to connect them to services	98%	98%	97%	98%	96%	96%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Calls received in the Call Center	46,683	44,904	44,807	50,934	78,600	60,000
Total walk-in visits	56,010	51,626	56,294	45,461	1,500	45,000
Total Resource Center walk-in visits (duplicated)	13,361	9,512	6,546	4,669	500	4,500
Total clients assessed by consultants	6,201	6,007	6,208	5,455	2,000	6,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Quality of Call Center telephone interaction: call quality scores	99%	99%	97%	97%	94%	94%
Wait time for consultants from point of registration: percent of customers waiting 15 minutes or fewer to see consultants	82%	85%	85%	77%	N/A	80%
Front Desk customer satisfaction: percent of customers satisfied with front desk service	99%	99%	99%	98%	98%	98%

- In FY 2020, the Customer Service Center changed to assisting clients by appointment due to the pandemic, limiting walk-in clients. This service model continued into FY 2021 and walk-in client visits will increase when front desk areas are re-opened.
- In FY 2020, call volume increased due to limited walk-in assistance, the addition of calls from the Aging and Disability Service Division transitioning to the Call Center, and pandemic-related increases in food and housing needs. Call volume will continue to increase in FY 2021 due to the pandemic and the Housing Choice Voucher waitlist opening, then slow down once front desks are reopened in late FY 2021 or FY 2022.
- 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 were due to data system issues that led to incomplete data capture.
- In March 2020, the Resource Center closed due to the pandemic and remained closed until December 2020. Given limited access in FY 2020, volume is expected to increase once all front desks are reopened in late FY 2021 or FY 2022.
- "Total clients assessed by consultants" measure includes telephone and walk-in Assessments.
- In FY 2020, "Total clients assessed by consultants" dropped due to the State suspending the interview requirements due to the pandemic. The suspension was lifted and re-implemented during FY 2021, however Employment Center intakes continued.
- "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.
- In FY 2020, the percentage of clients waiting 15 minutes or fewer to see consultants declined due to the transition to Employment Services intake.
- In FY 2021, the percentage of clients waiting 15 minutes or fewer to see consultants will not be measured due to the suspension of in-person assessments.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Clinical Coordination

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Economic functioning: percent of clients with adequate/high or improved score at exit	87%	82%	76%	N/A	N/A	N/A
Client report of effectiveness	N/A	N/A	N/A	100%	95%	98%
Housing stability: percent of clients with adequate/high or improved score at exit	85%	88%	85%	N/A	N/A	N/A
Emergency needs met	N/A	N/A	N/A	96%	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Client office visits	3,277	2,291	2,141	1,629	2,100	2,200
Number of emergency financial assistance households served	280	308	264	128	N/A	N/A
Number of local eviction prevention households served	N/A	N/A	N/A	1,542	1,500	1,500
Quality of documentation: average client file score	92%	92%	92%	80%	85%	85%

COMMUNITY ASSISTANCE

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Timeliness of closing cases: number and percent of cases closed within 30 days of last contact	189/34%	261/49%	235/38%	140/28%	228/35%	228/35%
Client satisfaction: number and percent of clients surveyed who agree or strongly agree that staff worked well with them	34/95%	53/100%	91/100%	25/89%	90/100%	90/100%

- Clinical Coordination performance measures were updated in FY 2019 and FY 2020 to better describe the data reported and to align with the performance measurement plan.
- In FY 2020, "Economic functioning: percent of clients with adequate/high or improved score at exit" will no longer be measured, in lieu of new measure "Client report of effectiveness".
- In FY 2020, "Housing stability: percent of clients with adequate/high or improved score at exit" will no longer be measured, in lieu of new measure "Emergency needs met".
- In FY 2020, client in-person requests ceased due to the pandemic. Office visits ended in March 2020 when "assistance from a distance" model began.
- In FY 2018, "Number of Emergency Financial Assistance households served" increased as households needed to pay off smaller amount, thus reducing the amount of each payment but increasing the count of households being served. In FY 2019 and FY 2020, "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 2021, Emergency Financial Assistance funds were provided directly to a non-profit partner for client distribution.
- In FY 2021, "Number of Emergency Financial Assistance households served" will no longer be measured, in lieu of new measure "Number of Local eviction prevention households served". Due to the pandemic "Number of Local eviction prevention households served" will continue to be high.
- In FY 2020, "Quality of documentation: average client file score" decreased due to documentation being gathered differently, based on funding requirements during the pandemic, affecting client file scoring.
- 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 2020, due to the pandemic most case closures were suspended to ensure that clients get the same worker and don't have to repeatedly recount the details of these traumatic times.
- In FY 2020, "Client satisfaction: number and percent of clients surveyed who agree or strongly agree that staff worked well with them" decreased. Due to the pandemic, surveying was limited and surveys were conducted via phone-call, resulting in a smaller set of responses increasing the likelihood of a negative response skewing the overall satisfaction rating.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Community Outreach

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Resolution of client needs	96%	84%	94%	94%	95%	95%
Passed citizenship interview	99%	98%	99%	98%	98%	98%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total information and referral requests	4,861	4,859	5,111	6,777	4,900	4,500
Total individuals served (unduplicated)	1,600	1,589	1,709	1,829	1,750	1,750
Total number of program offerings	1,374	1,251	1,264	928	1,000	1,100
Number of volunteer hours	7,056	6,564	6,674	5,181	5,000	5,000

- 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.
- In FY 2020, "Total information and referral requests" increased due to high volume of clients with emergency financial assistance needs.
- During the pandemic, some program offerings were moved to an online format, while others were suspended.
- "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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Housing Grants

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Amount of money available per month for non-rental expenses with and without Housing Grant for families	$1,449/ $912	$1,487/ $964	$1,537/ $1,027	$1,505/ $870	$1,450/ $900	$1,545/ $961
Amount of money available per month for non-rental expenses with and without Housing Grant for persons with disabilities	$668/ $44	$704/ $56	$698/ $42	$723/ $0	$725/ $10	$750/ $11
Amount of money available per month for non-rental expenses with and without Housing Grant for residents age 65+	$670/ $97	$691/ $124	$690/ $74	$736/ $39	$740/ $40	$780/ $42
Retention of housing by grant recipients	85%	86%	87%	90%	83%	85%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of households served per month	1,229	1,234	1,196	1,241	1,386	1,325
Total number of new applications processed	1,330	1,227	1,189	1,071	1,110	1,180
Percent of initial applications/on-going reviews processed accurately according to Housing Grant policies	94%/ 96%	94%/ 95%	96%/ 93%	95%/ 97%	95%/ 96%	95%/ 96%
Percent of initial applications/on-going reviews processed on time according to Housing Grant policies (within 60 days).	97%/ 98%	96%/ 98%	97%/ 98%	97%/ 96%	96%/ 96%	96%/ 96%

- Housing Grants performance measures were updated in FY 2020 to better describe the data reported and to align with the performance measurement plan.
- 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.
- Due to the pandemic, the number of new applications received have waned by nearly 10 percent based on year over year comparisons. While Housing Grant applications have decreased, participation has increased during the pandemic. Administrative attempts have been made to stabilize households that have been adversely financially affected by the pandemic, thereby keeping cases active despite loss of work hour requirements or loss of income.
- In FY 2020, 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 percent area median income (AMI). The MARs index continues to be updated each year mirroring the County's 60 percent AMI rent standards. 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Real Estate Tax Relief (RETR)

Critical Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate	CY 2021 Estimate	CY 2022 Estimate
Increase in the amount of money available to pay other expenses (medical, utilities, homes repairs, etc.) – Average increase in money available / Average percent of income saved	$4,457/ 9.6%	$4,828/ 9.9%	$4,900/ 10%	$5,030/ 10%	$5,165/ 10%	$5,305/ 10%
Housing stability (returning households) – Percentage of households returning to the program	92%	95%	94%	93%	90%	90%

Supporting Measures	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual	CY 2020 Estimate	CY 2021 Estimate	CY 2022 Estimate
Households receiving RETR – Full Exemption	639	637	556	559	558	557
Households receiving RETR – 75% Exemption	N/A	N/A	121	127	128	129
Households receiving RETR – 50% Exemption	115	117	109	98	96	95
Households receiving RETR – 25% Exemption	140	127	88	87	87	85
Households receiving RETR – Deferral only	21	22	40	37	36	35
Households receiving RETR – Total	915	903	914	908	905	901
Applications processed accurately	96%	100%	95%	95%	97%	97%
Eligibility determinations processed on time	79%	87%	91%	90%	90%	90%

- These measures are reported on a Calendar Year (CY).
- Real Estate Tax Relief performance measures were updated in FY 2020 to better describe the data reported and to align with the performance measurement plan.
- 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. Additionally, a mass mailing of marketing materials highlighting CY 2019 RETR program changes was sent to all Arlington homeowners
- Beginning in CY 2020, the income limits for both exemptions and deferrals were adjusted annually, based upon the percent difference between the HUD's Median Family Income for Arlington County for the year immediately preceding the taxable year and the prior year.
- Beginning in CY 2020, the asset limit for both exemption and deferral were adjusted annually, based upon the twelve-month percent change in the Consumer Price Index for Americans 62 years of age and older (CPI-E) for All Items, as released by the U.S. Department of Labor Bureau of Labor Statistics for September of the year immediately preceding the taxable year.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Homeless and Shelter Services / Continuum of Care

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of participants exiting to permanent housing: Individual Shelters	43%	45%	48%	31%	45%	45%
Percentage of participants exiting to permanent housing: Family Shelters	86%	86%	88%	90%	85%	85%
Percent of adults in family shelter leaving the program with maintained or increased income	73%	50%	69%	74%	70%	70%
Percent of individuals housed at the shelters serving adults only who leave with increased or maintained income, excluding emergency weather beds	66%	63%	62%	45%	65%	65%
Homeless Recidivism (Emergency Shelter Re-Entry)	16%	16%	20%	20%	20%	20%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Emergency shelter clients served at individuals shelters, excluding emergency weather beds	294	259	269	257	270	280
Emergency shelter clients served at family shelters	168	190	207	146	159	173
Hypothermia clients served using the emergency weather beds at the HSC	296	248	296	300	340	360

- 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.
- "Homeless Recidivism (Emergency Shelter Re-Entry)" in FY 2019 has been updated with revised numbers based on annual HUD report card data verified through the Homeless Management Information System (HMIS).
- In FY 2020, 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. Approximately 66% of all hypothermia clients were non-county residents; a 14% increase from FY 2019.
- Due to the community-wide spread of COVID-19, Arlington County modified its operations and physical infrastructure to safely accommodate shelter guests during the pandemic and throughout the hypothermia season. An unoccupied floor above the HSC was retrofitted to accommodate emergency winter shelter expanding spacing and census capacity for up to 35 adult individuals.
- Additional COVID-19 emergency response funding was deployed state-wide in FY 2021 for Rapid Rehousing and emergency shelter to end homelessness. While shelter census has remained static during the pandemic, it is projected as eviction moratoriums end resources will be available to quickly re-house residents.

- "Hypothermia clients served using the emergency weather beds at the HSC" in FY 2017, FY 2018, and FY 2019 has been updated with revised numbers based on annual HUD report card data verified through the Homeless Management Information System (HMIS).
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Rapid Re-Housing

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Participants exiting to Permanent Housing	140/91%	180/90%	118/83%	127/84%	160/90%	165/90%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average length of stay in months for people leaving the program	9.4	8.1	7.0	8.7	7.5	7.0
Number of people assisted with a housing subsidy and case management annually	310	322	324	344	350	350
Percent of adults who leave with increased or maintained income at program exit	80%	76%	77%	69%	75%	78%

- In FY 2020 single adult Rapid Re-housing providers exhausted available funding halfway through the fiscal year which created a backlog for referrals until funding was renewed at the beginning of FY 2021.
- Additional COVID-19 emergency response funding was deployed state-wide in FY 2021 for Rapid Rehousing and emergency shelter to end homelessness. While shelter census has remained static during the pandemic, it is projected that as eviction moratoriums end resources will be available to quickly rehouse residents.
- "Number of people assisted with a housing subsidy and case management annually" in FY 2019 has been updated with revised numbers based on annual HUD report card data verified through the Homeless Management Information System (HMIS).

Supportive Housing

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Approved applicants who obtain housing	68/69%	53/55%	57/55%	52/53%	55/55%	55/55%
Permanent Supportive Housing (PSH) tenants who remain in permanent housing	265/93%	266/90%	286/94%	314/97%	323/95%	333/95%

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Occupied PSH households at end of fiscal year	251	254	276	301	313	332
New committed affordable units (CAFs) secured each year for PSH	19/6%	9/3%	17/7%	18/7%	21/7%	24/7%
Landlord satisfaction: leasing office staff surveyed who are satisfied with PSH services	20/100%	5/83%	16/94%	17/89%	18/90%	17/90%
Timeliness of obtaining housing: median months from approval to move-in for applicants	3	5	5	7	6	7
Case manager home visits completed or attempted every 90 days	76%	84%	77%	61%	74%	74%

- "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 from FY 2017 through FY 2021 is attributed to a state contract to house an additional 57 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 have increased and are projected to remain high as demand for PSH grows. Clients referred for assistance continue to present complex challenges and barriers affecting housing placements. Low vacancy rates among dedicated PSH CAF units continue to impede the program's ability to house clients on pace with growing demand. Of the dedicated PSH units, the program maintained an 98% occupancy rate in FY 2020. Other general agreements with landlords offer units only available upon turnover or application acceptance. As a result, wait times for approved PSH clients continue to increase.
- In FY 2020, PSH retention rates increased to 97%, therefore reducing the number of units normally available upon turnover.
- The percent of home visits conducted include home visits which the case manager attempted, but the client refused. The FY 2020 completed or attempted home visits decreased due to the pandemic. Behavioral Health case managers have subsequently moved to other virtual platforms for home visits and these counts are not included in this measure.
- "Case manager home visits completed or attempted every 90 days" in FY 2018 has been updated with revised numbers confirmed via the leading system of record.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

General Relief

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of households assisted with General Relief Maintenance per month	83	77	52	51	50	50
Applications processed on time	100%	100%	100%	100%	100%	100%
Recipients receiving SNAP and/or Medicaid	N/A	N/A	98%/87%	100%/100%	100%/100%	100%/100%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
General Relief Maintenance expense	$217,953	$201,898	$136,058	$180,879	$150,000	$180,000
SSI reimbursements for General Relief payments	N/A	N/A	39%	36%	40%	50%

- 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.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Auxiliary Grants

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of persons assisted per month	68	69	76	76	75	75

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Auxiliary Grant expense	$453,547	$463,591	$547,150	$584,452	$630,000	$660,000

- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of potentially eligible people participating in June of each year	28%	26%	24%	30%	35%	25%
Amount of benefits issued in June of each year	$769,434	$682,021	$596,682	$1,184,809	$1,111,111	$800,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of households participating in June of each year	4,109	3,842	3,532	4,059	4,000	3,500
Number of applications processed each year	2,627	2,448	2,329	3,306	3,000	2,300
Percent of applications processed within timeframe	99%	99%	99%	99%	99%	99%
Percent of cases calculated correctly that were reviewed locally (FFY)	84%	87%	84%	94%	90%	90%

- Due to the pandemic, Food and Nutrition Services (FNS) has authorized temporary policy changes, like waived interviews for applications and reviews, to encourage enrollment and participation. For the foreseeable future, enrollment and participation is anticipated to be higher than usual.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Medical Assistance

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total Medical Assistance households	12,581	13,206	15,484	17,587	18,500	15,000
Total applications received	4,774	4,676	7,165	3,710	3,600	3,600
Applications processed on time	99%	99%	99%	100%	97%	97%
Reviews processed on time	98%	99%	99%	99%	97%	97%

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Accuracy of eligibility determinations	96%	89%	88%	94%	90%	90%
Percentage of Medical Assistance recipients accessing medical care	N/A	80%	65%	81%	85%	85%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Enrollments at Virginia Hospital Center	256	270	236	292	250	250
Total Reimbursements	$102,093,268	$105,585,153	$108,497,140	$128,869,567	$138,000,000	$108,000,000

- Medical Assistance performance measures were updated in FY 2019 and FY 2020 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.
- In FY 2020, "Total Medical Assistance Households" increased due to CMS' COVID-19 policy to keep recipients enrolled except under extreme circumstances, like death, moved out of state or customer request.
- In FY 2020, "Total applications received" decreased as many potentially eligible households applied during Medicaid Expansion. Enrollment is now leveling off with fewer spikes than in FY 2019.
- In FY 2020, "Enrollments at Virginia Hospital Center" increased due to COVID-19 related emergencies and is anticipated to return to normal levels in FY 2021 and FY 2022.
- In FY 2020, "Total reimbursements" increased due to "Total Medical Assistance households" increase and is anticipated to remain high due to Medicaid expansion through FY 2021 with a return to normal levels in FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Temporary Assistance for Needy Families

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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	$762/$351	$517/$168	$649/$312	$355/$312	$355/$312	$649/$312
Number/percent of VIEW participants employed	N/A	N/A	21/54%	24/29%	15/25%	15/25%

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of VIEW participants still employed after three months	N/A	N/A	58%	75%	71%	70%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total applications	415	319	254	422	200	200
Accuracy rate for internal audits	97%	94%	100%	93%	95%	95%
Processing timeliness for initial applications/redeterminations	99%/96%	100%/99%	100%/94%	100%/94%	99%/96%	99%/97%
Average households/individuals receiving benefits per month	N/A	154/316	132/232	113/201	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 2017 due to COLA of 2.5 percent provided by the state. In SFY 2020, the amount of income available for living expenses to recipients decreased due to the pandemic and the tremendous amount of job loss around the state. Once the pandemic is contained and recipients are able to return to work, an increase is anticipated in SFY 2022.
- 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. An increase in FY 2020 from this newly established 2019 baseline is anticipated for both measures.
- In FY 2020 and onwards, VIEW retention will be measured at 3 months. Prior to FY 2020 retention was measured at 6 months.
- "Total applications" and "Average households/individuals receiving benefits per month" is expected to drop due to the five-year (60 month) maximum lifetime benefit restriction.
- In FY 2020, due to pandemic-related job-loss "Total applications" increased, however due to TANF income guidelines being very low, few applicants were eligible and as a result, a decrease in "Average households/individuals receiving benefits per month" occurred.
- Current TANF pandemic policy imposes a temporary moratorium on closures for the 24-month and 60-month time limits, resulting in a temporary household/individual increase sustained from FY 2021 to FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Energy Assistance

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of applications processed	1,864	1,980	1,977	2,085	2,500	2,000
Number of households assisted	1,585	1,691	1,882	1,644	2,300	1,800

- Energy Assistance for Needy Families performance measures were updated in FY 2019 to better describe the data reported.
- In FY 2020 due to the pandemic, the state offered a separate COVID Energy Assistance program providing supplemental energy payments. Due to extended program deadlines, the increase in applications processed and households assisted will be reflected in FY 2021, with a return to normal levels in FY 2022.
- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of applications processed	29	8	10	2	2	2
Average monthly households assisted	8	4	4	1	1	1
Refugee Services expense	$30,742	$14,310	$16,160	$6,845	$6,350	$6,350

- 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 the high cost of living.

Child Care Subsidy

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of income spent on childcare with/without subsidy - Fee-based families	7%/76%	7%/51%	7%/62%	7%/64%	8%/65%	8%/65%
Percent of income spent on childcare with/without subsidy - Head Start families	7%/62%	5%/50%	6%/57%	4%/49%	5%/49%	5%/49%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children receiving subsidy from local funds (County)	6	5	3	4	2	2
Quality control processing accuracy rate: internal reviews calculated correctly	93%	98%	97%	96%	100%	97%
State funds spent for fee paying families: percent spent and amount of allocation	86%/ $1,338,218	85%/ $1,036,969	80%/ $1,524,600	86%/ $1,784,266	80%/ $2,027,590	80%/ $2,027,590
Total number of children receiving state childcare subsidy	202	170	180	295	170	170

- 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.
- Child Care Subsidy performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- Due to the pandemic, Child Care Program has lost child-care providers; likewise, many parents have job loss and/or are afraid to send their children to child-care facilities.
- The U.S. Department of Health and Human Services has established the threshold for affordable child-care at 7-10 percent 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 percent of income.
- 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.
- “Number of children receiving subsidy from local funds (County)” in FY 2017, FY 2018, and FY 2019 has been updated with revised numbers due to a reporting error.
- The method for calculating and reporting the “Total number of children receiving state childcare subsidy” for SFY 2020 changed. The state now gives agencies an unduplicated year-to-date child count for each Budget Line. In previous years, data from the last month of the SFY (May) was used. In May 2020, the program served 151 children. Due to the pandemic, many families are not working and restrictions on childcare have been implemented due to safety concerns, lowering counts for the foreseeable future.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Employment Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Placement rate of case managed clients: number/percent placed in employment	N/A	N/A	305/48%	221/18%	250/21%	300/30%
Wage at time of placement into employment	$14.87	$15.46	$24.18	$17.86	$17.00	$17.00
Case managed clients still employed after three months	290/72%	230/75%	229/75%	177/80%	188/75%	255/85%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average ongoing case management clients	662	547	631	652	500	640
Average time from referral to case management to placement into employment for case managed clients (months)	3.7	3.2	2.3	6.6	4.0	4.0
Number of recruitment fairs	101	112	88	103	56	100
Number of students attending Arlington Teen Summer Expo	1,401	1,441	1,436	N/A	1,425	1,425

- Employment Services has been operating at an "assistance from a distance" model since the onset of the pandemic. While clients are still being served virtually or in person (by appointment only), we have not seen a large number of individuals seeking intake and case management services. This could be attributed to the fact that many people are collecting unemployment insurance or are afraid to leave their homes to receive services, or do not have the digital literacy skills to access services online.
- 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 and FY 2020 for "Placement rate of case managed clients: number/percent placed in employment" to enhance accuracy. Comparisons across prior fiscal years is not meaningful.
- Employment placement rate is projected to remain low in FY 2021 and FY 2022 due to the economic recession as a result of the pandemic.
- 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.
- The data indicator of employment retention rate changed in FY 2020 to report on job retention after three months and the measure that is calculated and reported for all Employment Services grants and funding sources. In prior fiscal years, the employment retention rate was calculated only for certain funding sources, and at 6 months, instead of 3 months.
- "Average ongoing case management clients" increased in FY 2019 due to program staff's increased outreach efforts. Projected decrease in FY 2021 is due to the economic recession as a result of the pandemic with anticipated return to increasing levels in FY 2022.
- "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. However, it increased to almost 7 months in FY 2020, due to the economic downturn as a result of the pandemic and the lack of available jobs.
- 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, the number of employer events in FY 2020 increased significantly. However, due to the economic downturn as a result

of the pandemic, and fewer employers hiring, the number of job fairs is anticipated to decrease in FY 2021.

- "Number of recruitment fairs" in FY 2019 has been updated with a revised number due to a reporting error.
- Due to the pandemic, the April 20 Teen Summer Expo was cancelled. In FY 2021 the annual event will be hosted virtually.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Emergency Preparedness and Response (EP&R)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of emergency exercises and drills which Division staff conducted or in which staff participated	20	20	37	21	15	20
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	Yes	N/A	N/A
Percentage of Public Health Division employees compliant with state and federal National Incident Management trainings (IS100, ICS200 and ICS700)	95%	95%	97%	97%	97%	97%
Total Number of active Medical Reserve Corps volunteers	447	447	347	874	1,000	1,000

- 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. Exercises and drills were put on hold in FY 2020 due to the COVID-19 pandemic response.
- 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 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 COVID-19 pandemic increased the number of MRC volunteers in FY 2020.

Occupational Health

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of County employees attending Occupational Safety and Health (OSHA) required trainings	5,058	5,820	4,158	7,520	7,520	7,520
Percent of County employees receiving follow-up referrals after health risks were detected on screening	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
County employee attendance at worksite health or safety (non-OSHA) programs	7,445	6,884	4,431	4,997	4,997	4,997
Number of County employees screened for health and safety risks who were able to perform the job	2,832	2,547	2,671	2,249	2,249	2,249
Number/percent of OSHA defined abnormal hearing tests getting appropriate follow-up	0/100%	2/100%	3/100%	5/100%	5/100%	5/100%
Percent of all County employees screened for work health and safety risks who were able to perform the job	99%	99%	99%	99%	99%	99%

- The estimates for FY 2021 and FY 2022 are based on FY 2020 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 continued to demonstrate 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 2020 there was an increase in the number of employees reported as attending both the OSHA required trainings and worksite health or safety (non-OSHA) programs, likely due to more trainings available, increase teleworking secondary to the COVID-19 pandemic, and 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. During the 3rd quarter of FY 2020 there was a significant decrease in the number of employees screened for health and safety risk who were able to perform the job. This was due to the COVID-19 pandemic and the Governor's Executive Order. Medical facilities operations, including the vendor used for Occupational Health exams, deferred scheduling non-critical appointments, thus limiting access for Occupational Health examinations. In addition, during the 3rd and 4th Quarter of FY 2020, Arlington County Fire Department deferred scheduling annual fitness and wellness exams so that they could transition to another Occupational Health vendor during the 1st Quarter of FY 2021. This change enabled all annual fitness duty and wellness exams to be consolidated over several weeks instead of throughout the year as in prior years. There was also a significant impact from employees not being able to perform job duties secondary to being placed either on isolation or quarantine because of exhibiting COVID-19 symptoms or being identified as a close contact to someone with infected with COVID-19.
- The number/percent of OSHA defined abnormal hearing tests getting appropriate follow up varies from year to year.

Management and Administration

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of budgeted third-party revenue received	98%	99%	100%	99%	99%	99%

- FY 2021 and FY 2022 estimates are based on FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Family Planning Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total clients served	2,658	2,398	2,235	1,991	2,000	2,000
Total number of client visits	4,902	4,423	4,167	3,651	3,650	3,650
Total number of outreach events	29	35	50	22	20	20
Number of people reached at outreach events	4,141	3,948	2,457	1,704	1,700	1,700
Percent of teens encouraged to have parental involvement in their decisions regarding reproductive health	99%	93%	100%	100%	100%	100%
Average total visit time for comprehensive family planning visits (in minutes)	83	96	71	N/A	71	71
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	80%	81%	86%	N/A	86%	86%
Percent of clients approved for a LARC (long acting reversible contraceptive) who receive it same day	13%	58%	56%	72%	62%	62%
Percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth	85%	89%	85%	75%	75%	75%
Percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result	48%	48%	56%	60%	60%	60%

- The overall decrease in clients served since FY 2017 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 and Medicaid) 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 Family Planning/Teen Program is currently operating under the amended Title X and Virginia Department of Health (VDH) COVID-19 Program Guidance. This allows for services that are normally provided in a clinic setting to be offered remotely utilizing a telehealth/phone platform. Clients are being brought into clinic for in-person visits when telemedicine is not an option. Routine well-woman visits are deferred, e.g. routine STI testing and pap smears. Birth control refills such as oral contraceptives, rings and condoms are available to existing clients after nurse phone triage either for curbside pickup or mailed from the VDH Central Pharmacy. Depo Provera injections were given in person. Non-emergency procedures, including Long Acting Reversible Contraceptives (LARCs) insertions and removals, were suspended.
- The variation in the number of visits per year since FY 2017 is commensurate with the change in the number of clients served per year.

- In FY 2020, most outreach events were canceled due to COVID-19.
- 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 2017 to FY 2019 was due to process efficiencies and improvements in clinic flow. Average Total Visit Time was not assessed in FY 2020 due to combining of Family Planning/Maternity/STI clinics followed closely by the COVID-19 pandemic and subsequent need for community health staff to be reallocated to support public health COVID-19 response efforts.
- 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 2020 Q1-Q2, 72 percent of family planning clients requesting a LARC received one the same day as their request, up from 56 percent in FY 2019.
- 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. In FY 2020, the survey in the first half of the year was delayed while the clinics restructured to combine maternity, family planning, and STI services into shared clinic times to give clients greater flexibility in scheduling visits. Due to COVID-19 disruption in services, the survey could not be conducted in the spring as planned.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternity Care

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of low birth weight infants born to clients served through 36 weeks	2.0%	1.2%	2.8%	2.9%	2.9%	2.9%
Percent of pre-term deliveries among clients served through 36 weeks	2.8%	2.8%	4.1%	4.6%	4.6%	4.6%
Percent of women enrolling in prenatal care in the first trimester of pregnancy	66%	72%	70%	58%	58%	58%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total clients served	694	673	563	448	450	450
Total client visits	4,563	4,337	3,663	2,746	2,750	2,750
Percent of clients who got all critical tests on time at admission visit	100%	99%	100%	100%	100%	100%
Percent of clients who got all critical tests on time at first clinician visit	100%	99%	99%	100%	100%	100%
Percent of clients who got all critical tests on time between 15 and 21 weeks	99%	100%	100%	100%	100%	100%
Percent of clients who got all critical tests on time between 24 and 28 weeks	95%	97%	97%	100%	100%	100%

COMMUNITY HEALTH SERVICES

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
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"	82%	87%	88%	N/A	88%	88%
Percent of clients who rated our use of a language that they understood and spoke as "excellent" or "wow"	82%	80%	93%	N/A	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 2017 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 2017 and FY 2020 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. In FY 2020, the survey in the first half of the year was delayed while the clinics restructured to combine maternity, family planning, and STI services into shared clinic times to give clients greater flexibility in scheduling visits. Due to the disruption in services and with COVID-19, the survey could not be conducted in the spring as planned.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Immunization Clinic (OIC)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total clients served (all services)	4,088	3,521	3,390	2,773	2,773	2,773
Total visits (all services)	7,126	5,876	5,664	3,643	3,643	3,643
Total OIC Services: immunizations (including flu) and TSTs administered	16,670	14,289	11,209	10,294	10,294	10,294
Cases of reportable vaccine-preventable diseases among Arlington children and adults immunized at Immunization Clinic	1	0	0	0	0	0

- Data include services provided at the Open Immunization Clinic (OIC) only.

- The OIC closed on March 16, 2020 due to the COVID-19 pandemic and did not reopen until June 26, 2020.
- The clinic reopened utilizing appointments, social distancing, one-way clinic flow and increased usage of PPE for staff.
- During the COVID-19 pandemic, the clinic is open to serve Arlington County school-age children only.
- The clinic opened first for 7th-graders needing Tdap, then focused on Kindergartner vaccines before opening for all school age children.
- The decrease in the number of clients since FY 2017 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. In FY 2020, the decrease in the number of clients and visits is due to the COVID-related clinic closures.
- 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 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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	82%	67%	67%	17%	17%	17%
Percent of overweight children ages 2 to 5 moving towards a healthier weight	25%	27%	30%	24%	24%	24%
Percent of Women, Infants and Children (WIC) breastfeeding infants who were ever breastfed	91%	91%	93%	94%	94%	94%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 6 months	61%	65%	72%	82%	82%	82%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 1 year	29%	36%	35%	46%	46%	46%
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	N/A	88%	91%	94%	94%	94%
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	89%	90%	94%	94%	94%
Monthly average number of active clients	2,397	2,182	2,013	1,912	1,912	1,912

- Changes due to COVID: All eligibility determination, risk assessment, and nutrition counseling services are performed over the phone, and benefits are issued remotely. USDA has waived the physical presence requirement.
- During March through June 2020, monthly participation increased by 292 participants, from 1,788 to 2,080. Some of the increase was due to new participant enrollment. Another factor

contributing to the increase was the convenience of remote services. Clients previously enrolled who were not able to attend required in-office appointments and were not able to receive benefits, could complete required appointments over the phone.

- 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. Data is only from July through December 2019 and not comparable to previous years. It does not present BMI changes over FY 2020, but only the first six months.
- The increase in WIC breastfeeding infants who were ever breastfed, breastfed at 6 months, and breastfed at 1 year between FY 2017 and FY 2020 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.
- During the pandemic, support services are provided remotely mainly through phone conversations. Only clients needing breast pumps are required to come to the office. Breastfeeding support groups have been discontinued. In-person group breastfeeding classes have been replaced with WICHealth.org a new state introduced on-line education portal. Clients can access this portal through phones, tablets, or computers. Due to the COVID pandemic, some WIC clients are no longer working outside the home, and are more likely to breastfeed while staying home with infants.
- In FY 2018, 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

HIV/AIDS & Sexually Transmitted Infections (STI) and the AIDS Drug Assistance Program (ADAP)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Chlamydia rate per 100,000 population	403	468	490	416	416	416
Number of new Chlamydia cases	889	1,057	1,110	942	942	942
Gonorrhea rate per 100,000 population	99	100	110	118	118	118
Number of new Gonorrhea cases	219	226	249	267	267	267
Syphilis rate per 100,000 population	22	38	34	27	27	27
Number of new Syphilis cases	49	87	78	62	62	62
Perinatal Hepatitis B cases	13	13	14	19	19	19
HIV rate per 100,000 per population	9	10	10	8	8	8

COMMUNITY HEALTH SERVICES

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of new HIV cases	20	23	23	18	18	18
Number of HIV positive clients receiving AIDS Drug Assistance Program services	97	63	60	45	45	45
Total number of sexually transmitted disease clinic visits (includes HIV)	1,793	1,233	1,231	738	738	738
Percentage of STI Clinic clients who rated their overall customer experience as "excellent" or "wow"	N/A	91%	96%	N/A	96%	96%

- The above rates were calculated using the July 1, 2019 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 2017 - 2020 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.
- During COVID-19, the Virginia Department of Health recommended that STI services be limited to symptomatic and high-risk clients. Between March 13 and June 30, 2020, STI Clinic saw 26 clients for 29 visits. Because many people with STIs do not have symptoms and we are not currently screening asymptomatic clients, not all individuals who may be positive and spreading STIs in the community are currently being identified.
- The total number of STI Clinic visits varies from year to year. The overall decline between FY 2017 and FY 2020 is due to the overall decrease in the number of clients and the resulting decrease in the number of visits. 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. In FY 2020, the survey in the first half of the year was delayed while the clinics restructured to combine maternity, family planning, and STI services into shared clinic times to give clients greater flexibility in scheduling visits. Due to the disruption in services and with COVID-19, the survey could not be conducted in the spring as planned.
- The STI Clinic and ADAP programs have performance measurement plans. The data above align with those plans. You can read both programs complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Dental Clinic

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total client visits	1,889	1,407	1,899	1,312	1,300	1,300
Total number of clients	809	714	729	561	560	560

COMMUNITY HEALTH SERVICES

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	87%	92%	95%	97%	97%	97%
Percentage of clients who rated how we explained things as "excellent" or "wow"	87%	93%	97%	97%	97%	97%
Percentage of clients that indicated that they were able to get an appointment when needed	81%	69%	80%	85%	69%	85%
Percentage of adult appointment slots utilized by adults	91%	92%	91%	91%	91%	91%
Percentage of children's appointments slots utilized by children	75%	72%	78%	71%	71%	71%
Percentage of open appointment slots (both adult and children) utilized	92%	93%	92%	96%	96%	96%
Percentage of all clinic appointment slots utilized	85%	85%	88%	90%	90%	90%
Number/percent of preventive visits at which clients who were offered and received all appropriate preventive care	847/98%	659/99.5%	833/99.5%	537/99.8%	537/99.8%	537/99.8%
Number/percent of clients completing corrective treatment plan within 6 months	405/86%	311/82%	465/91%	409/89%	311/82%	409/89%
Number/percent of clients who return for a new preventive treatment plan in 12 months	481/59%	460/53%	401/60%	524/62%	460/53%	524/62%

- The Dental Clinic closed due to COVID on March 16, 2020. It did not reopen for the remainder of FY 2020. Currently, there is not a date set for when the dental clinic will reopen.
- 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.
- 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 six months before the fire did not have the full six months to complete their plans. We anticipate a similar decrease in FY 2021 due to the clinic closure.
- 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. We anticipate a similar decrease in FY 2021 due to the clinic closure.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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 developmental therapy.
- Coordinate services for families, assist families to access resources and provide parent support.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

School Based Health Clinics

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of students enrolled (school enrollment as of September 30)	26,152	26,941	27,436	28,248	29,142	30,002
Students with medical notifications	6,726	6,961	6,782	6,627	6,627	6,627
Total number of clinic visits	145,571	132,455	130,638	90,356	90,356	90,356
Percent of controlled substances (medications) administered per protocol	99%	99%	99%	99%	99%	99%
Percent of individual health care plans that meet all appropriate standards for the condition	88%	93%	93%	N/A	93%	93%
Total vision screenings	10,184	10,051	9,518	9,885	9,885	9,885
Total hearing screenings	9,983	10,132	9,495	9,846	9,846	9,846
Percent of mass vision screenings completed	100%	100%	99%	98%	98%	98%

SCHOOL HEALTH

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of mass hearing screenings completed	100%	98%	98%	95%	95%	95%
Number of referrals made for services	2,128	2,206	2,261	1,123	2,261	2,261
Percent of conditionally enrolled students brought into compliance with immunizations	N/A	99.5%	99.5%	99.7%	99.7%	99.7%
Number of students excluded from school for not receiving Tdap vaccination	6 of 1,962	6 of 1,879	6 of 2,121	0 of 2,108	6 of 2,262	6 of 2,262
Percent of parents responding to customer satisfaction survey indicating overall satisfaction with service	94%	92%	91%	N/A	91%	91%
Percent of school staff responding to survey who indicate overall satisfaction with services	91%	92%	87%	N/A	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.
- 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. However, in FY 2020, clinic visits reflect through March 13, the last day of in-person school, after which no students attended school in person for the remainder of the year. In March 2020, school health staff deployed to the COVID Response Team.
- 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.
- For FY 2020, the measure "Percent of controlled substances (medication) administered per protocol" only includes data from Q1 and Q2.
- The measure "Percent of individual health care plans (IHCPs) that meet all appropriate standards for the condition" was not collected. IHCPs were created as usual but the staff that usually conduct the audit were deployed to the COVID response, which was deemed more urgent. The measure "Number of referrals made for services" only includes data from Q1 and Q2.
- Students are conditionally enrolled when they lack the complete series of required immunizations or they have not met requirements for tuberculosis screening. The standardized definitions for categories of conditionally enrolled students ensure consistent data collection. As per § 22.1-271.2 of the Code of Virginia, documentation indicating that the child has received the required immunizations for school entry must be provided. Any child whose immunizations are incomplete may be admitted conditionally, if the parent or guardian provides documentation at the time of enrollment, that the child has received at least one dose of the required immunizations and has a written schedule for completing the remaining doses. Immunizations are required in order to reduce the spread of communicable diseases.

- Conditionally enrolled students are followed the entirety of the school year, but because School Health and analysis staff were pulled into COVID response, the data was not compiled and reported during the second half of the school year for FY 2020.
- In 2019-2020, all 2,108 7th grade students had proof of Tdap vaccination before the start of school. This was the second year this cohort of students was required to show proof of Tdap vaccination, because the requirement changed from 6th grade to 7th grade. 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.
- In FY 2020, due to COVID, the customer satisfaction survey was not administered to APS staff or parents.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Parent Infant Education (PIE)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total Clients referred	468	529	500	356	356	500
New Individualized Family Service Plans (IFSPs)	339	322	253	181	181	181
Number of Active Clients (new and ongoing IFSP's, unduplicated count)	653	642	583	260	260	260
Number of assessment and therapy hours provided by PIE therapists	1,113	1,166	806	662	662	662
Number of assessment and therapy hours provided by contracted therapists	7,034	7,546	6,353	7,387	7,387	7,387
Total direct therapy and assessment hours (travel, documentation, teaming peer consultation and administrative time not included)	8,147	8,712	7,159	8,049	8,049	8,049
Percentage of clients receiving services in a language other than English	20%	20%	16%	19%	19%	19%
Number/percent of children offered an IFSP within 45 days of receipt of referral (families who request a delay are not included in the data)	260/99.6%	244/99.6%	204/100%	123/92%	123/92%	123/92%
Number/percent of clients offered to start services listed in the IFSP within 30 days of signing the IFSP	341/99.7%	330/99.7%	257/99.6%	194/98%	194/98%	194/98%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: positive social emotional skills	72/55%	78/64%	81/63%	N/A	81/63%	81/63%
Number/percent of children demonstrating substantial improvement (based on therapist	109/59%	114/72%	120/72%	N/A	120/72%	120/72%

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
assessment) at discharge: acquisition and use of knowledge and skills						
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: use of appropriate behaviors to meet their needs	106/63%	105/69%	109/70%	N/A	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	86%	87%	89%	N/A	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	93%	95%	92%	N/A	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	92%	96%	93%	N/A	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.
- Prior to the COVID-19 pandemic PIE referral numbers were on track to match FY 2019 numbers. PIE conducted outreach to pediatrician's offices to increase the number of referrals.
- 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. In FY 2020, telehealth services and the associated reduction in travel time enabled therapists to enhance service provision by spending more time on direct services versus travel.
- In FY 2020, timelines to complete the IFSP within 45 days and to start services within 30 days were on track to be met until Q4 of FY 2020. Due to COVID-19, PIE services were granted permission by the State Part C office to pause services in March and April, and transition from face to face to telehealth at the end of Q3. These timelines were missed due to the need to transtion to telehealth services and provide services in a safe manner during the pandemic.
- 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. In FY 2020 due to COVID-19 the state has not yet been able to repot this data.

- 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. In FY 2020 due to COVID-19 the state delayed sending the yearly survey to families across Virginia. The results of the survey have not yet been reported due to the delay.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Restaurant Inspection

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number/percent of food establishments in enforcement process brought into compliance	35/ 100%	25/ 100%	20/ 100%	6/ 100%	6/ 100%	6/ 100%
Number of food establishments closed for imminent health hazards	10	20	24	9	9	9

COMMUNITY HEALTH PROTECTION

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of confirmed foodborne outbreaks associated with a licensed Arlington food establishment	0	0	0	0	Not predictable	Not predictable

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of establishments	1,067	1,070	1,088	1,094	1,094	1,094
Total number of risk factor plus and risk factor inspections completed	2,210	2,179	2,289	1,768	1,768	2,289
Number of food establishment inspections per Environmental Health Specialist FTE	461	396	394	N/A	N/A	394
Number/percent of inspections completed for food establishments requiring 1 inspection per year (calendar year measure)	471/ 100%	471/ 100%	442/ 100%	N/A	N/A	448/ 100%
Number/percent of inspections completed for food establishments requiring 2 inspections per year (calendar year measure)	534/ 99%	558/ 100%	544/ 100%	N/A	N/A	544/ 100%
Number/percent of inspections completed for food establishments requiring 3 inspections per year (calendar year measure)	1,031/ 100%	1,027/ 100%	1,206/ 100%	N/A	N/A	1,206/ 100%
Number/percent of inspections completed for food establishments requiring 4 inspections per year (calendar year measure)	84/ 100%	80/ 100%	104/ 100%	N/A	N/A	104/ 100%
Number of complaints of foodborne illness	77	58	70	49	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	31	20	19	5	5	5
Enforcement Action 2: Number of Fact-Finding Conferences	7	5	4	2	2	2
Enforcement Action 3: Number of Notices of Intent to Revoke License	0	2	0	1	1	1
Enforcement Action 4: Number of Revocation Hearings	0	2	0	1	1	1
Enforcement Action 5: Number of Licenses Revoked	0	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. Seven Risk Control Plans were completed in FY 2020.

- 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 typically remains above the FDA standard of 280-320 per FTE. In FY 2020, the number of inspections per FTE was not able to be calculated because of the closures due to COVID-19.
- 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.
- All five (5) enforcement actions declined between FY 2016 and FY 2020. 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Pool Inspection

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total Year-Round Water Recreational Facilities (calendar year measure)	54	48	43	43	43	43
Total Seasonal Water Recreational Facilities (calendar year measure)	245	241	247	153	247	247
Total Water Recreation Facilities (calendar year measure)	299	289	290	196	290	290
Number/percent of required inspections for Year-Round Water Recreation Facilities completed (calendar year measure)	150/ 100%	141/ 100%	131/ 100%	21/N/A	Not predictable	131/ 100%

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number/percent of required Pre-Opening inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	244/ 99.5%	241/ 100%	247/ 100%	7/N/A	Not predictable	247/ 100%
Number/percent of required Routine inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	490/ 100%	482/ 100%	488/ 100%	153/N/A	488/ 100%	488/ 100%
Timeliness of database entry of inspection results	70%	96%	99%	N/A	99%	99%
Reported illnesses, injuries or deaths associated with a licensed Water Recreational Facility (fiscal year measure)	0	1	0	0	Not predictable	Not predictable
Number of facility closures due to imminent health hazards	12	11	8	9	9	9

- 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.
- In CY 2020, the number of inspections required for year-round and seasonal facilities was adjusted as facilities suspended operations and Environmental Health staff were reassigned to COVID response work. Therefore, the percentage of required inspections completed is not calculated for CY 2020. Due to staffing constraints caused by staff being deployed to COVID-19 response, the estimate could not be calculated for FY 2021.
- In CY 2020, seven pre-opening inspections were completed for facilities with a change of ownership or major renovations. For all other seasonal facilities, a pre-opening checklist replaced a pre-opening inspection.
- 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. Due to staffing constraints caused by staff being deployed to COVID-19 response, the timeliness data could not be calculated in FY 2020.
- The number of reported illnesses, injuries, or deaths associated with a licensed facility and the number of facility closures due to imminent health hazards 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 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Hotel Inspection

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of hotels licensed annually	44	45	46	46	46	46
Total Number of hotel inspections	49	50	46	47	47	47
Number of complaints	10	14	22	13	Not predictable	Not predictable
Percent of routine annual inspections completed	100%	100%	100%	100%	100%	100%
Timeliness of inspection entry	91%	100%	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
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 2021 and FY 2022 are based on FY 2020 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 data is pulled from Environmental Health Database (EHD), 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

COMMUNITY HEALTH PROTECTION

Animal Control

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of animals quarantined for exposure to rabid animals or for biting humans	267	202	279	301	301	301
Number of animals vaccinated for rabies prevention	615	678	548	433	433	433

- FY 2021 and FY 2022 estimates were updated based on FY 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of rodent complaints investigated	164	136	173	204	204	204
Number/percent of contacts initiated within the appropriate timeframe (one business day) regarding rodents INSIDE a residence or establishment	29/ 94%	35/ 100%	60/ 92%	77/ 95%	77/ 95%	77/ 95%
Number/percent of contacts initiated within the appropriate timeframe (three business days) regarding rodents OUTSIDE a residence or establishment	133/ 100%	90/ 100%	108/ 100%	120/ 98%	120/ 98%	120/ 98%
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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Disease Surveillance and Investigation Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of communicable disease investigations	1,495	1,578	1,399	4,325	4,325	4,325
Confirmed and probable cases	833	965	738	3,529	3,529	1,744

COMMUNITY HEALTH PROTECTION

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of Communicable disease investigation initiated within required VDH timeframes	95%	99%	98%	99.6%	99.6%	99.6%
Number/percent of clients who received recommendations for individual control measures according to VDH criteria and timeframe	38/ 95%	37/ 79%	62/ 91%	75/ 90%	75/ 90%	75/ 90%
Number of outbreak investigations conducted	37	22	25	28	28	28
Number/percent of outbreak reports completed and submitted to VDH within mandated reporting timeframe	34/ 92%	21/ 95%	24/ 96%	N/A	N/A	N/A
Number/percent of clients completing prophylaxis to prevent rabies as recommended	54/ 69%	33/ 67%	39/ 71%	58/ 74%	58/ 74%	58/ 74%

- 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.
- No data were reported for the “Number/percent of outbreak reports completed and submitted to VDH within mandated reporting timeframe” as VDH is no longer using this as a metric. A new evaluation metric for outbreak reports is being developed, based more on content and completeness of reporting rather than evaluating when the report was submitted.
- During the COVID pandemic in FY 2020, DSI staff first helped set up a growing contact tracing unit, then focused on prevention and control of COVID-19 in Arlington’s Long-Term Care facilities. One staff member was designated to continue follow up on other diseases that continued to be reported. A significant number of additional staff were assigned to work on DSI tasks during the COVID response from March to June 2020. As Arlington enters later phases of reopening, additional staff will be dedicated to DSI to meet the safety needs of the community.
- In FY 2020, the increase in communicable disease investigations and confirmed and probable cases is attributable to the COVID pandemic.
- 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. During the COVID pandemic, the DSI team focused outbreak investigation on congregate facilities; outbreaks in community locations may not have been identified and reported.
- 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Tuberculosis (TB) Medical Case Management

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number/percent of clients with active TB who completed or are on schedule to complete treatment according to protocol	16/ 94%	25/ 100%	24/ 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	165/ 84%	124/ 87%	89/ 88%	76/ 87%	76/ 87%	76/ 87%
LTBI treatment completion by type: INH: Number/percent of clients who completed or are on schedule to complete treatment	83/ 83%	66/ 89%	40/ 89%	18/ 95%	18/ 95%	18/ 95%
LTBI treatment completion by type: Rif: Number/percent of clients who completed or are on schedule to complete treatment	20/ 87%	22/ 76%	36/ 90%	51/ 85%	51/ 85%	51/ 85%
LTBI treatment completion by type: 3 –HP: Number/percent of clients who completed or are on schedule to complete treatment	62/ 85%	36/ 90%	12/ 80%	7/ 78%	7/ 78%	7/ 78%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of clients (unduplicated)	862	703	715	512	715	715
Total active cases of treatment	20	25	24	24	24	24
New active TB cases (diagnosed in Arlington or transferred from other jurisdictions)	14	16	14	13	13	13
Clients with Latent TB on treatment	204	144	101	88	88	88
Visits (all settings)	3,730	2,713	1,811	1,159	1,159	1,159
Directly Observed Therapy (DOT) visits	1,524	2,024	1,861	1,846	1,846	1,846
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	76%	90%	83%	94%	94%	94%
Number/percent of clients with active TB disease who met the criteria for a safe hospital discharge to the community	3/ 75%	2/ 100%	3/ 60%	7/ 100%	7/ 100%	7/ 100%

- The number of clients with latent TB on treatment includes all those who received treatment during the fiscal year. It includes both individuals who began treatment during that fiscal year and those who began treatment during the prior year and continued receiving treatment during the fiscal year. The number varies from year to year based on the number of individuals with latent TB infection who were diagnosed in a given period and the number of those diagnosed who agree to start this voluntary treatment.

- The 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. In FY 2020, during the COVID-19 pandemic, services for all clients with active TB disease and for clients with latent TB infection at high risk for progressing to active disease were continued. Some less urgent services were deferred due to constraints imposed by the pandemic. This is reflected in the lower 2020 numbers for clients accessing services.
- 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. During the COVID pandemic in FY 2020, initiation of treatment for clients with newly diagnosed LTBI was only considered for those at high risk for breaking down to active disease including contacts to active cases, young children and immunocompromised clients.
- 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. In FY 2020, DOT was conducted during the COVID pandemic via video therapy.
- 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management to the Behavioral Healthcare Division.

Management and Administration

- Ensure high quality services that meet the needs of individuals seeking services.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.
- Provide support to and implement policies of the Arlington Community Services Board (CSB).

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Management and Administration

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of individuals served in the Division	4,485	4,684	4,624	4,561	4,600	4,600

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total revenue collected by Customer Service Team	$115,953	$132,553	$125,092	$91,127	$0	$100,000

- COVID-19 impacted services during last quarter of FY 2020 and Q1 of FY 2021, decreasing services by an average of 18 percent. It is anticipated FY 2021 and FY 2022 estimates will remain at current levels as programs return to full capacity and staff vacancies are filled.
- Revenue collected by the Customer Service Team decreased in FY 2020 due to the closure of the Customer Service Center in March 2020. We expect collections to return to the previous trend with the reopening of operations.

Healthy Living Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of clients who maintained or improved health outcomes (biometrics/health habits)	N/A	N/A	N/A	80%/71%	80%/75%	80%/75%
Percent of clients who quit tobacco use	20%	25%	67%	58%	70%	70%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients connected to primary care	N/A	N/A	96%	100%	95%	95%
Fidelity to evidence-based models for wellness programs	100%	91%	95%	92%	90%	90%
Percent of participants engaged in one or more program activities per month	92%	73%	78%	91%	90%	90%
Unduplicated clients served	38	30	38	64	65	65

- In FY 2020, in addition to a narrative assessment around physical and other dimensions of well-being, clients in wellness coaching and skill building services received quarterly assessments that included weight and other biometrics as an optional measure. We anticipate that with more individualized health goals there will be a gradual increase in success rates through FY 2022.
- In FY 2020, tobacco usage was measured for all participants in the Tobacco Chats program. It is expected that 70 percent of participants in the Tobacco Chats program will quit or reduce tobacco use through FY 2022 due to transitioning to utilizing the Dimensions curriculum. Because the number of clients participating in this program is small, the percentage who quit tobacco use can vary significantly from year to year.
- In FY 2020, all clients who participated in any monitored healthy living service were connected to primary care. The program will continue requiring that clients referred for any ongoing services be connected to a primary care provider.
- NEW-R fidelity is established by the University of Illinois at Chicago. For FY 2021, to remain aligned with current research and trends around trauma-informed approaches to health management, weight will become an optional measure for program participants. This could impact the fidelity score through FY 2022.
- In FY 2020, engagement was measured for all clients who were enrolled in a monitored wellness service during the year. In FY 2021, clients will start receiving more structured outreach, in addition to a new program admission process designed to increase client understanding of program services, and ability to engage. 90 percent of program participants are expected to engage in at least one activity per month through FY 2022.
- In FY 2020, the program model was adapted to allow for more flexible client engagement in a drop-in format. This allowed for the program to move all waiting clients off of the waitlist and into active status, and for all new referrals to be engaged without delay. This resulted in a significant increase in unduplicated clients served in FY 2020. It is anticipated that FY 2021 and FY 2022 will see a similar number of clients referred and served, including current clients who will remain in services in upcoming years.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of visits in which individuals demonstrated adherence to medication regimen	91%	92%	93%	94%	85%	88%
Percentage of individuals reporting their symptoms have improved since receiving psychiatric services	90%	93%	88%	N/A	80%	85%
Percentage of Psychiatric visits at which individuals demonstrated improvement in symptoms	84%	85%	91%	91%	90%	90%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of days until next available psychiatric evaluation for individuals initiating ongoing services, CFSD, ADSD, BHD	14/38/21	7/20/17	13/15/12	8/13/13	8/13/15	8/13/15
Average score of chart reviews reflecting alignment with evidence-based practice/number of charts reviewed	89%/95	89%/48	92%/46	93%/46	75%/46	85%/46
Number of clients served (unduplicated)	1,942	2,181	2,355	2,642	2,800	2,900

- The percentage of visits in which individuals demonstrated adherence to medication regimen had been increasing until FY 2020 due to collaboration with nursing staff to coordinate care, ongoing utilization review of missed client appointments and enhanced responsiveness to requests for medication refills. It is anticipated that in FY 2021 multiple effects of COVID-19 pandemic will negatively impact clients' symptoms decreasing the measure. The numbers should improve in FY 2022 as effects of the pandemic are expected to decrease.
- The percentage of individuals reporting improved symptoms could not be assessed in FY 2020 due to closure of physical operations in response to the COVID-19 pandemic. It is anticipated that in FY 2021 and FY 2022 clients will continue to be affected negatively due to multiple prolonged psychosocial effects of the pandemic, which we expect to address with continued treatment.
- In FY 2020, the percentage of psychiatric visits at which individuals demonstrated improvement in their psychiatric symptoms was 91 percent, consistent with FY 2019, despite the COVID-19 pandemic. Psychiatric services were provided by telehealth from the beginning of April 2020.
- The average wait times for an initial psychiatric evaluation improved in CFSD and ADSD while increasing one day in BHD. For FY 2021 and FY 2022, the wait times are anticipated to remain constant for CFSD and ADSD, while slightly increasing in BHD due to continued growth in the number of clients served.
- Average score of chart reviews has improved. In FY 2020, 75 percent of the chart audits were completed prior to the time frame of the implementation of telehealth due to the COVID-19 pandemic. It is anticipated that in FY 2021, the average fidelity scale scores of the chart audits will decrease to 75 percent due to the closure of physical operations for most of the fiscal year. It is anticipated that in FY 2022, there will be more clients coming on site for psychiatric services allowing for greater evidence-based practice fidelity.
- The number of clients served in FY 2020 continued to increase overall. We expect this trend to continue in FY 2021 and FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Emergency Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of clients who received only one episode of care	82%	78%	78%	77%	78%	77%
Percentage of contacts that resulted in community dispositions	69%	63%	65%	65%	69%	67%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Current ACPD patrol officers trained in crisis intervention	73% (132/180)	76% (134/177)	70% (89/127)	64% (98/153	75% (114/153)	75% (114/153)
Individuals brought to Crisis Intervention Center (CIC) in lieu of arrest	113	116	123	164	159	161
Percentage of assessments/progress notes completed within 1 business day	91%/87%	92%/95%	91%/93%	93%/96%	95%/96%	95%/96%
Total clients served (unduplicated)	1,604	1,585	1,385	1,478	1,489	1,483
Total Temporary Detention Orders (TDO) completed by staff	491	613	512	531	520	525

- Percentage of clients who have received only one episode of care has remained stable over a four year period and we estimate the rate to remain stable in FY 2021 and FY 2022.
- The rate of community dispositions has remained stable in FY 2020; we expect this number to increase in FY 2021.
- For FY 2020 the number of individuals brought to the Crisis Intervention Center in lieu of arrest increased significantly due to presenting acuity and better recognition of clients experiencing a mental health crisis. We expect this number to go down in FY 2021 and FY 2022 only slightly as awareness of mental health crisis and training increase and local law enforcement consider diversion of individuals versus incarceration.
- Current ACPD Patrol Officers CIT Trained remained the same for FY 2020.
- The percentage of progress notes completed within one business day increased in FY 2020 and is projected to increase for FY 2021 and FY 2022 due to increased training measures for new staff.
- The total number of unduplicated clients increased for FY 2020 due to increased staffing. The number is projected to remain steady for FY 2021 and FY 2022 as we move to a community mobile based crisis response model.
- The total number of Temporary Detention Orders (TDO) have increased for FY 2020 due to diversion in lieu of arrest and client acuity. The number of TDO are expected to decrease slightly in FY 2021 and FY 2022 as we increase the use of Office Based Crisis Stabilization and the CIC.
- 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 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Assessment and Intake

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients are successfully linked to ongoing services (attended at least 1 ongoing service within 60 days of intake)	88%	82%	82%	85%	85%	85%
Clients believe they will get the help they need/know the next step	98%/ 100%	99%/ 100%	98%/ 100%	99%/ 100%	99%/ 100%	99% 100%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients seen on the same day	N/A	97%	95%	97%	95%	95%
Number of days from intake to first clinical appointment	N/A	7	8	9	8	8
Total number of clients receiving intake assessments (unduplicated)	645	766	690	642	620	640

- It is expected that approximately 85 percent of clients will be connected to services within 60 days of intake in FY 2021 and FY 2022. Intake staff will continue to attempt to place reminder calls to clients prior to their scheduled appointments and follow up after missed appointments.
- The program implemented Same Day Access three 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% will know what the next step is in the process in FY 2021 and FY 2022.
- Due to COVID-19, Same Day Access walk-in services have been suspended. Intakes are being scheduled via telehealth on the same day or on subsequent business days which will likely continue through FY 2021. Same day walk-in services are expected to resume in FY 2022.
- Due to COVID-19, intake numbers are expected to decrease in FY 2021 and be referred on for services. Intake assessments are expected to increase in FY 2022 when walk-in services resume.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Discharge Planning

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients connected with Arlington community-based treatment services	86% (44/51)	85% (76/89)	94% (59/63)	98% (50/51)	95% (45/47)	94% (46/49)
Clients discharged to Arlington who remain out of the State Hospital longer than 30 days after discharge	69% (35/51)	91% (81/89)	94% (59/63)	96% (49/51)	95% (45/47)	94% (46/49)

CLIENT SERVICES ENTRY

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Individuals discharged from hospital to stable housing placements in Arlington	63%	56%	67%	57%	60%	60%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of days in hospital for clients discharged who were/were not on the Extraordinary Barriers List	89/68	141/15	88/20	141/11	140/15	150/12
NVMHI clients receiving discharge services at least every 14 days who were/were not on the extraordinary barriers list	75%/ 95%	67%/ 84%	100%/ 96%	100%/ 95%	95%/ 90%	95%/ 90%
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.)	130	175	126	138	145	140

- Discharge planners continue to coordinate aftercare appointments so that existing clients connect with outpatient services and new clients are referred to Assessment and Intake. In FY 2020, the practice of transporting all Arlington CSB clients discharged from the state hospital to emergency services was discontinued with no impact on their connection to services.
- It is expected that 95 percent of clients will remain out of the hospital longer than 30 days in FY 2021 and FY 2022. The discharge planning program will continue to review cases with the treatment providers when applicable to explore service intensity and coordinate treatment options.
- It is expected that the percentage of clients discharged to stable housing will remain around 60 percent in FY 2021 and FY 2022. Clients with stable housing prior to hospitalization are often able to return to their homes after discharge, while clients with unstable housing prior to hospitalization often have barriers that encumber the process with obtaining stable housing after discharge.
- A shortage in appropriate placement options is expected to increase the number of hospital days for EBL individuals in FY 2021 and beyond. 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. Hospital days for non-EBL clients will remain an average of about two weeks in FY 2021 and FY 2022. Shortages in state hospital beds continue to put pressure on faster discharges for non-EBL clients.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Community Corrections

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients completing supervised probation per court order	55%	57%	59%	56%	63%	59%
Average daily caseload	128	136	141	123	133	132

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total clients supervised	183	193	194	213	191	199
Customer satisfaction: percent of clients indicating they were treated very well by staff	94%	94%	90%	92%	92%	92%

- The percentage of clients completing supervised probation per court order declined by three percent in FY 2020 due to introduction of a new approach, with the unit recommending successful early termination for some clients referred who had initiated a treatment process. Increased completion of supervised probation per court order in FY 2021 and FY 2022 is expected.
- The average daily caseload decreased in FY 2020 significantly due to the closure of all State Courts in response to the COVID-19 pandemic. In FY 2021 and FY 2022 the average daily caseload is expected to increase as the pandemic winds down and the Courts case counts return to the pre-pandemic levels.
- In FY 2020 the number of supervised clients increased to 213, due to increased utilization of the office by the new judges appointed to the Court. The number is expected to decrease in FY 2021 and FY 2022 closer to previous levels.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Program for Assertive Community Treatment (PACT)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients employed in competitive jobs	14%	13%	12%	10%	10%	8%
Clients living independently (in private households)	70%	66%	66%	74%	75%	80%
Percent of clients hospitalized	26%	41%	28%	25%	25%	23%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Organizational adherence to evidence-based ACT Model (out of 5)	4.1	4.1	4	3.1	3.5	3.7
Percentage of documentation sample compliant with documentation standards	84%	91%	83%	83%	90%	90%
Percentage of services provided in the community	79%	81%	81%	67%	75%	80%
Total clients served	106	104	109	101	105	109

- The percent of clients employed in competitive jobs has been decreasing in the past four years, as the number of clients with more psychiatric barriers that impact their ability to be employed increased. It is expected that the number of clients being employed will decrease to eight percent by FY 2022, due to the effects of the COVID-19 pandemic.
- The percent of clients in independent housing will continue to increase and be in the 75 – 80 percent range through FY 2022. It is expected the percent of individuals in independent housing will increase five percent by the end of FY 2022, due to increased funding for the Supportive Housing Program.
- The number of persons hospitalized decreased from FY 2019 to FY 2020. This trend is expected to continue into FY 2022 due to the PACT Team being fully staffed and able to continue to provide in-person services during the pandemic.
- In FY 2020, the Department of Behavioral Health and Developmental Services (DBHDS) implemented a new fidelity scale, the Tool for Measurement of Assertive Community Treatment (TMACT). The TMACT has 47 program-specific items. In prior years, the Dartmouth Assertive Community Treatment (DACT) Fidelity Scale was used to evaluate PACT containing 28 program specific items. FY 2020 reflects the base scope with the new tool. Scores are expected to increase by FY 2021 and FY 2022 as the team gains experience in using the tool.
- The percentage of services provided in the community was affected by the COVID-19 pandemic. There was a 50 percent reduction in the number of clients seen face-to-face daily as most appointments were conducted via telehealth. This is expected to increase to the standard of at least 75 percent through FY 2022 as the pandemic wanes.
- The number of persons served by PACT remained stable. The number served is expected to remain within the 101-109 range due to fluctuations in staffing.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Mental Health Community Support Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of hospitalizations	130	155	128	137	140	145
Percentage of clients with high or improved daily living activities assessment (DLA) scores	N/A	48%	43%	37%	40%	35%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of clients served (unduplicated)	1,389	1,467	1,514	1,395	1,400	1,420
Percentage of clients satisfied with services received (unduplicated)	98%	95%	96%	N/A	96%	96%

- The number of hospitalizations increased from FY 2020 and is projected to continue to increase in FY 2021 and FY 2022. This reflects the increasing number of persons served, as well as increased distress secondary to the pandemic and political climate.
- The percentage of clients with high or improved daily living activities assessment scores is expected to remain the same during FY 2021 and FY 2022 due to increased unemployment levels and increased housing instability, secondary to the pandemic.
- The number of clients served decreased in FY 2020 due to staff vacancies and improved consistency in applying the discharge policy. Slight increases are expected FY 2021 and FY 2022 due to anticipated need for mental health services in the community in response to the pandemic.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Employment Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients who obtain employment	51%	50%	46%	29%	35%	45%
Percentage of clients who maintain employment in a single job for 90 days or more	86%	81%	82%	72%	75%	80%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average satisfaction score with Job Avenue services	100%	100%	91%	N/A	95%	100%
Fidelity to evidence-based model	90%	90%	92%	90%	92%	92%
Number of referrals to Job Avenue	211	148	183	126	145	185
Total clients served with supported employment	321	308	313	269	300	310

- The percent of new clients who obtained employment has varied around 50 percent for the past three years. However, in FY 2020 the percentage dropped to 31 percent due to the COVID-19 pandemic. We project the percentage to increase to in FY 2021 and FY 2022 and meet the national benchmark of 45 percent.
- The percent of clients employed who remain in their job 90 days from FY 2017 to FY 2019 averaged 83 percent. However, in FY 2020 it decreased due to layoffs as a result of the COVID-19 pandemic. We estimate this trend to continue into FY 2021 and reverse in FY 2022 with the waning of the pandemic.
- The percent conformance with a nationally recognized scale of fidelity to the best practice supported employment model has been consistently high and will increase to 92 percent.
- The number of referrals have consistently averaged 180 referrals per year for FY 2017 through FY 2019. In FY 2020 the number of referrals decreased due to program changes, re-training of new supervisor, and the pandemic's impact on services. We project a return to the pre-pandemic level by FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Substance Use Outpatient Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients successfully engaged in outpatient treatment who successfully achieved and maintained abstinence at discharge.	55%	70%	63%	66%	67%	68%
Percentage of clients who report improved functioning as a direct result of services received	95%	95%	88%	N/A	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of clients receiving outpatient services	480	542	586	604	630	650
Number/percent of clients discharged who met most or all of treatment plan goals	159/59%	154/73%	172/66%	211/68%	170/70%	170/70%
Percent of clients in treatment more than 90 days	76%	79%	70%	75%	80%	75%

- The percentage of clients expected achieve and maintain abstinence at discharge will remain constant. The completion rate of 66% 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 survey that their functioning improved as a result of their service is expected to continue at 95 percent into FY 2022. This exceeds the program's goal of 85 percent. The survey was not administered in FY 2020 due to COVID-19.
- The number of clients receiving services will continue to increase due in part to Same Day Access and the implementation of practices emphasizing service accessibility.
- The percent of clients meeting most, or all the treatment plan goals will continue at approximately the same rate (70 percent) through FY 2021 and FY 2022. 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.

- The percent of clients in treatment more than 90 days will remain constant through FY 2022. This outcome is due in part to the revised Discharge Policy and the use of Peer Support Specialists.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

Clarendon House

- Promote the highest level of community integration and independence for each participant and prevent psychiatric hospitalizations.
- Provide a psychosocial day program, social and recreational activities, independent living and interpersonal-skills training, medication administration and monitoring, counseling, crisis intervention, family support, and vocational and educational opportunities.

Jail/Addictions, Corrections and Treatment (ACT) and Jail/Mental Health Treatment

- 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.
- 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.

Jail Diversion/Forensic Case Management and Drug Court Treatment Program

- 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.
- 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.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Substance Use Residential Treatment

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of clients served who successfully completed residential treatment	55% (31/56)	64% (58/90)	65% (62/96)	62% (53/85)	65% (54/90)	75% (71/95)
Percentage of clients served who successfully completed the RPC detox program	51% (80/156)	56% (87/154)	50% (89/179)	58% (94/161)	60% (105/175)	65% (120/185)
Percentage of residential treatment clients discharged who were provided further treatment	93% (52/56)	89% (80/90)	97% (93/96)	100% (85/85)	96% (86/90)	96% (91/95)
Percentage of residential treatment clients reporting improved functioning as a direct result of services received	84%	94%	90%	97%	95%	95%
Percentage of RPC detox unduplicated clients discharged who were provided further treatment	72% (112/156)	82% (127/154)	79% (141/179)	83% (133/161)	80% (144/180)	85% (157/185)

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of unduplicated Residential / Detox clients served	63/156	90/154	96/179	85/161	95/180	95/180
Percentage Bed Utilization for Detox / residential treatment	50%/ 51%	61%/77%	55%/74%	52%/68%	55%/75%	65%/75%
Percentage of clients surveyed who reported satisfaction with residential treatment services received	86%	94%	90%	91%	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. The percentage of clients who completed residential treatment remained consistent and is anticipated to increase in FY 2021 and FY 2022 with the provision of withdrawal management and medication assisted treatment services while in residential treatment, and enhanced connections with peer recovery specialists.
- The percentage of clients who completed the detox program is anticipated to increase with the addition of withdrawal management services. Medical withdrawal management services will be implemented in the 3rd Quarter of FY 2021. A slight increase in utilization is expected in FY 2021. As knowledge of these services becomes more widely known, we anticipate further increases in utilization heading into FY 2022.
- The percentage of clients connected to follow up treatment after discharge from residential treatment remains high. These numbers reflect clients who are referred to CSB programs for aftercare. We continue to work to connect all clients participating in residential treatment to aftercare. We anticipate the high percentage to remain consistent through FY 2021 and FY 2022.
- The percentage of residential treatment clients reporting improved functioning as a direct result of services received continues to be high. An improved survey methodology was implemented in FY 2017, resulting in more extensive client feedback regarding areas of dissatisfaction. It is anticipated that the percentage of clients reporting improvement will increase due to a higher level of oversight by the Residential Contract Manager.
- Referrals into residential treatment are highly affected by detox utilization. We anticipate greater utilization of both detox and residential treatment with the implementation of the new contract and with expansion of services provided in the detox program. The number of individuals served in our residential programs will increase in the second half of FY 2021 continuing into FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mental Health Residential Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of clients satisfied with services received	97%	96%	96%	N/A	96%	96%
Total number of clients served in group homes and assisted living facilities	33	34	34	30	35	35

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of clients served in Contract Support Services Program	49	43	37	36	30	40
Total number of clients served in supportive housing programs	220	236	249	271	280	290
Total number of clients served in transitional housing	22	26	25	22	27	29

- The percentage of residential service consumers satisfied with services has been consistently high. However, due to the COVID-19 pandemic the survey was not conducted for FY 2020. It is expected that the survey will be conducted in FY 2021 and FY 2022 continuing the high satisfaction trend.
- Due to COVID-19 pandemic, a fire incident, and transitions from group homes to apartments, there was a decrease in group home and Assisted Living Facilities census for FY 2020. It is anticipated that there will be more admissions in FY 2021 and FY 2022.
- The number of clients served in Contracted Support Services decreased in FY 2020 because the contract was amended to serve only non-Medicaid clients. It is expected that more referrals will be received in FY 2022 resulting in more clients serviced.
- The number of clients served in Permanent Supportive Housing has been increasing due to the availability of more funding from Department of Behavioral Health and Developmental Services for more Permanent Supportive Housing units.
- The total number of clients served in transitional homes dropped in FY 2020 due to the pandemic and a limit on new admissions. The numbers are expected to increase in FY 2021 and FY 2022.

Clarendon House

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number/ Percentage of clients served who are hospitalized	11/ 10%	14/11%	12/9%	8/6%	8/9%	8/6%
Number/Percentage of clients served living in independent housing	87/71%	89/71%	83/65%	90/73%	90/75%	95/75%
Number/Percentage of clients served who are engaged in employment-related activities	45/37%	43/35%	39/38%	32/25%	32/30%	32/30%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Client engagement in psychoeducational classes	N/A	N/A	65%	16%	50%	60%
Percent of budgeted Medicaid revenue received for Case Management/Day Program	96%/81%	101%/91%	96%/72%	94%/51%	96%/61%	96%/60%
Percentage of clients satisfied with services received	93%	95%	93%	N/A	95%	95%
Total clients served	122	126	127	124	124	127

- The percentage of clients hospitalized varies between 6 to 11 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 through FY 2022.

- The percentage of persons in independent housing increased in FY 2020 indicating an increase in clients being able to live independently. Staff continues to work with clients to build the necessary skills to live as independently as possible, and pursue independent housing, when appropriate. It is projected that the percentage will remain stable during FY 2021 and FY 2022.
- The number of clients who are engaged in employment services is lower in FY 2020 and through FY 2022 due to the clients no longer participating in the American Psychiatric Association's (APA) enclave, and due to the impact of COVID-19 on the availability of service-sector jobs. It is projected that a similar number of clients will participate in employment during FY 2021 and FY 2022.
- Client engagement in psychosocial classes was significantly lower in FY 2020 due to COVID-19. It is projected that the percentage will increase in in FY 2021 and FY 2022.
- The Percent of budgeted Medicaid revenue for the program achieved remained consistent for case management services and decreased for the psychosocial rehabilitation program, due to program closure in response to COVID-19 pandemic. The program plans on continually focusing on authorizations to ensure the maximum Medicaid revenue and working with clients to encourage engagement.
- The client survey was not conducted in FY 2020 due to program closure in response to the COVID-19 pandemic. It is anticipated that the percentage of clients satisfied with services in FY 2021 and FY 2022 will be in the mid-nineties.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Jail Based Behavioral Health Programs: Addictions, Corrections and Treatment (ACT), and Jail Mental Health

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of suicide attempts/number of completed suicides - Jail Mental Health program	7/0	6/0	4/0	5/1	4/0	4/0
Percentage of clients of Jail Mental Health program showing improvement on Post-Test Functional Assessment	N/A	77%	85%	N/A	85%	85%
Percentage of surveys in which clients of Jail Mental Health program stating services helped them deal more effectively with problems	92%	96%	95%	N/A	95%	95%
Total Number/Percentage of participants completing ACT program successfully	47/78%	45/87%	44/81%	35/80%	30/80%	40/85%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Arlington Jail Mental Health clients referred to CSB Services	95%	90%	83%	80%	85%	90%
Average Wait Time in Days - ACT Program	N/A	N/A	27.9	13.6	14	14

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Client satisfaction with services - ACT Program	76%	90%	72%	N/A	80%	85%
Clients housed in the jail mental health unit receive at least one service or attempted service weekly	94%	84%	95%	92%	95%	95%
Number of unduplicated clients ACT/Jail Mental Health	86/988	93/1,023	101/985	66/898	100/1,000	100/1,000

- In FY 2020 the two behavioral health teams based in the Detention Facility were combined to make one team. They still operate separately by and large, with the ACT program having a designated unit that provides Intensive Outpatient substance use treatment over nine months. The Jail MH team is still charged with performing assessments on detainees that have a history of behavioral health needs, have crises or need ongoing mental health services while in jail. Both teams report to one program manager.
- The Jail Mental Health team continues to assess and screen for risk factors routinely with this population. Jail DHS and security staff continue to collaborate on ways to improve suicide prevention in the jail. Suicide attempts and completions are expected to remain consistent through FY 2022.
- The Texas Christian University Criminal Thinking Scale is used to assess the effectiveness of Moral Reconation Therapy groups in reducing criminal thinking. The groups could not meet since April 2020, the follow-ups were not administered therefore the data for FY 2020 is not available. As pandemic ends, it is expected that MRT clients will show improvement in moral reasoning and a decrease in criminal thinking behavior, back towards pre-pandemic levels.
- Client satisfaction surveys were not administered in FY 2020 due to the COVID-19 pandemic. It is anticipated that the level of satisfaction will remain steady at 95%.
- The percentage of clients who complete the programs successfully is anticipated to remain stable in FY 2021 and will increase in FY 2022.
- In FY 2020, eligible Jail Mental Health clients referred to CSB services were less than in prior years. A Case manager is under recruitment and will assist with more successful linkage to services in FY 2021 and 2022.
- The ACT program goal is to start client treatment within 30 days of referral; a goal attained in FY 2019, and further improved in FY 2020. A 14 day wait time is anticipated through FY 2022.
- ACT program client satisfaction surveys were not administered in FY 2020 due to COVID-19.
- It is anticipated that Jail Mental Health program clients housed will increase through FY 2022. Despite COVID-19, the Jail MH team continues in-person work during regularly scheduled hours.
- There was a decrease in the number of clients served and treated in FY 2020 in Jail Based Services programing due to COVID-19. Program referrals were halted, and the number of people detained and served by the team declined. The referrals have begun again. FY 2021 and FY 2022 clients served are expected to reach pre-pandemic levels.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Forensic Case Management

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Individuals connected at closure to ongoing services	75% (25/33)	60% (25/42)	77% (35/45)	77% (20/26)	80% (32/40)	80% (44/55)
Percent of Arlington residents diverted from jail who are not re-arrested within 30 days	97%	90%	92%	93%	95%	95%
Percent of Arlington residents diverted from jail who are still in treatment at 30 days	90%	83%	77%	86%	88%	88%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of consumers seen at state hospital for forensic evaluation	54	70	52	86	70	60
Number of consumers seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff	192	280	244	173	200	210
Number of consumers served by the jail diversion team	286	323	295	251	290	300

- Service connection has continued to be steady in FY 2020, likely due to a streamlined relationship with key partners. It is anticipated that this trend will continue in FY 2021 and FY 2022.
- Re-arrests have remained low over the years. This is due to a community-based approach involving stakeholders such as the criminal-justice system, community partners, and the Community Services Board (CSB). In FY 2021 and FY 2022, it is estimated that re-arrest rates will continue to remain low.
- The rate of engagement in treatment remains high due to the intensive service model with individualized attention. Many individuals not engaged in services were diverted to more intensive levels of care and may not have reconnected upon release. This trend is expected to continue in FY 2021 and FY 2022.
- The overall number of individuals seen by the Forensic Jail Diversion Team declined as a result of the suspension of multiple programs in response to the COVID-19 pandemic. It is estimated that in FY 2021 and FY 2022 the forensic team will serve an increased number of individuals as a result of reopening programming and launching the Behavioral Health Docket Program.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Homeless Case Management

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number/percentage of clients linked to Behavioral health services after discharge from Treatment on Wheels/Homeless Case Management programs	46/22%	79/43%	43/41%	17/38%	44/35%	46/37%
Number/percentage of clients linked to stable housing from Treatment on Wheels/Homeless Case Management programs	51/22%	43/19%	31/25%	15/16%	31/20%	33/27%
Percentage of clients linked to physical healthcare	33%	29%	25%	18%	25%	27%
Percentage of clients linked to psychiatric services	45%	47%	37%	29%	35%	40%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of identified individuals served (unduplicated), and Number of outreach clients (unduplicated)	230/ 370	223/338	125/80	95/55	130/80	135/85

- The percentage of clients linked to Behavioral health services after discharge from Treatment on Wheels/Homeless Case Management programs has remained constant. The collaboration between the program and Intake has facilitated the process of linking clients to outpatient services. It is anticipated that as the COVID-19 pandemic is waning in FY 2021 the TOW/PATH program will be able to reduce the amount of wait time/transition from Intake to TOW/PATH.
- In FY 2020 the percentage of TOW clients linked to stable housing decreased significantly due to operation changes in key programs in response to the COVID-19 pandemic. In FY 2021 and FY 2022 the TOW/PATH program will continue to work towards linking clients served to stable housing via the utilization of new grant funded housing vouchers "Housing First Vouchers." As a result, client linkage to housing is expected to increase.
- The percentage of clients linked to physical healthcare in FY 2020 decreased significantly due operational changes, and staff health care staffing constraints during the COVID-19 pandemic. The TOW/PATH program anticipates that for FY 2021 and FY 2022 linkage to physical healthcare services will increase due to increased collaboration with Neighborhood Health.
- The percentage of clients linked to psychiatric services in FY 2020 decreased due to a decline in emergency psychiatric available time. In FY 2021 and FY 2022 a new prescriber is expected to join the TOW/PATH team allowing for an increase in the number of clients served.
- In FY 2020, the number of identified individuals and outreach clients served decreased due to COVID-19. In the first quarter of FY 2021, the TOW/PATH team has had a turnover in an outreach position. Outreach efforts are expected to decrease until this position is filled.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Office Based Opioid Treatment

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Fatal/Non-Fatal overdoses	14/24	12/33	4/18	10/33	5/20	2/13
Percentage of clients who improved or maintained in functioning as a result of services received	N/A	N/A	66%(8/12)	54%(15/28)	65%	75%
Percentage of clients successfully engaged in treatment services	N/A	71%(24/34)	76%(31/41)	86%(32/37)	85%	85%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of clients served (unduplicated)	38	52	67	88	70	72
Percentage of clients outreached within 24 hours of referral by law enforcement	N/A	N/A	100% (9/9)	91%(30/33)	100%(20/20)	100%
Percentage of Community Outreach and Education Goals Achieved (Outreach Event/REVIVE training)	N/A	N/A	108%/171%	175%/92%	50%/180%	100%/110%

- In FY 2020 a significant increase in both fatal and non-fatal reported overdoses took place. Factors that may have contributed to the increase: include the onset of the COVID-19 pandemic, and the increased prevalence of Fentanyl in pressed pills. An overall decrease in overdose numbers is expected in FY 2021 and FY 2022 and fatal overdose numbers may decrease as the ability to provide NARCAN to the community continues to increase.
- The percentage of client's improvements is based on Daily Living Assessment-20 scores. Most services were conducted through secure telehealth since March 2020 due to COVID-19 pandemic. Some clients struggled, which effected engagement in the program. It is expected that DLA scores will improve in FY 2021 and FY 2022, as the pandemic ends and service delivery returns to physical operations.
- The percentage of client's successful engagement measures individuals who have been retained in treatment for at least 90 days. The number increased in the past year due to an increase in peer services and consistent staffing within the program. In FY 2021 and FY 2022 client's engagement is expected to remain the same with consistent staffing.
- The program goal is to outreach individuals within 24 hours of law enforcement notifying the Team of an overdose. The goal continues to be a 100% response rate. During FY 2020, the rate dropped slightly. Increased coordination is anticipated and will support reaching the goal of 100 percent in FY 2021 and FY 2022.
- The community engagement estimate for FY 2021 is decreased due to the COVID-19 pandemic, which has impacted the ability to provide in person outreach. The program has transitioned to virtual training events which has allowed for an increase in educational and

REVIVE training opprotunities. With the anticipation of the pandemic ending, we expect outreach events to increase in FY 2022.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

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.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Child Care Licensure and Support

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Child Care Centers licensed	78	58	64	71	71	71
Family day care homes licensed	150	127	138	133	133	133

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of child care programs receiving complaints	N/A	10%	11%	8%	5%	5%
Percentage of compliance with health and safety requirements	N/A	97%	97%	99%	99%	99%
Percentage of programs that received the required number of inspections	N/A	91%	98%	100%	100%	100%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Validation inspections	N/A	10	23	12	20	20
Renewal inspections	N/A	164	170	179	179	179
Monitoring inspections	N/A	93	87	121	121	121
Complaint investigations	N/A	33	43	23	23	23
Training/Professional development opportunities	N/A	16	22	12	20	20

- 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. In FY 2020, in-person trainings were suspended during the COVID-19 pandemic and replaced by virtual programs, resulting in a decrease in the number of offerings.
- In FY 2020, there was a decrease in the number of validation inspections that were completed compared to 2019. Due to COVID-19, site visits were temporarily suspended due to program closures. In June 2020, site visits resumed via virtual platform. The decrease in the number of validation visits is directly related to the decrease in the number of new programs opened in FY 2020.
- In FY 2020, of the 16 programs that received complaints, a total of two programs received two complaints. An additional two programs received at least three or more complaints. A total of four complaint investigations involved Child Protective Services (CPS).
- In FY 2020 it was anticipated that the programs compliance with health and safety regulations would decrease slightly due to the new code changes and requirements. However, programs were able to successfully implement changes and increase their compliance. Child Care Licensing staff provided extensive training and support to assist programs in achieving compliance with the new requirements.
- In FY 2020, due to COVID-19, all licenses expiring between March 2020 and May 2020 were extended through the end of June 2020. This impacted 30 programs. These programs were able to be licensed within 15 days of resuming visits (virtual) prior to the end of the fiscal year.
- In FY 2020, there was a decrease in the number of overall complaints which may be related to the improvement in compliance with enhanced health and safety measures, as well as the closure of sites due to COVID-19.

- In FY 2020, new staff were hired and were receiving training prior to being able to conduct visits. By September 2019, the newly hired staff were able to conduct site visits independently which contributed to the increase in the number of visits that were conducted in FY 2020.

Parent Education

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of families with no repeat instances of child abuse or neglect	100%	100%	89%	90%	90%	90%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of class participants who were referred by Child Protective Services (CPS)	8	6	9	10	10	10
Percentage increase in participants showing improved parenting skills post class (Family functioning)	68%	75%	75%	78%	78%	78%
Total number of class participants	30	35	35	49	49	49

- In FY 2019, the number of class participants referred by CPS increased from six participants to nine participants which is more consistent with the number of participants in FY 2017. In FY 2020, the number of class participants referred increased from nine to 18 which is consistent with the overall increase in the number of total class participants.
- In FY 2019, 89 percent of families participating in the class had no additional instances of child abuse or neglect reported. This 89 percent represents eight out of the nine participants referred by CPS.
- In FY 2020, 90 percent of families participating in the class had no additional instances of child abuse or neglect reported. This 90 percent represents the 9 out of 10 participants that were referred by CPS.
- In FY 2020, 78 percent of participants increased their post-mean test scores in family functioning /resilience, compared to their pre-scores. These program participants increased family functioning resilience from pre- to post-program implementation.

CSA Administration

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of alignment between level of need and level of service requested (CANS assessment core match)	51%	73%	84%	82%	85%	85%
Percentage of cases completing home-based services in less than 180 days	66%	52%	39%	53%	55%	55%
Percentage of cases completing congregate care services in less than 180 days	64%	83%	72%	65%	75%	75%

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of Child and Adolescent Needs and Strengths (CANS) Tool submitted current (within 90 days)	88%	76%	85%	74%	80%	80%
Percentage of youth served in the community	N/A	83%	89%	85%	90%	90%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children served by CSA	158	174	189	172	172	172
Number of Family Assessment and Planning Team (FAPT) Reviews	410	336	366	267	267	267

- In FY 2019 and 2020, 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 2019 and 2020, 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 2020, some youth were placed in services because it was court ordered. The length of service is also ordered by the court for these placements. This affects the assessment of the youth's needs and the clinical algorithm alignment. In FY 2020, some of the youth receiving congregate care services would be more appropriate for alternative long term supports (i.e. Intellectual Disability/Developmental Disability services), as their treatment needs are more long term and require ongoing maintenance.
- 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 2020, administrative challenges and staff turnover led to delays in CANS completion. These issues are expected to be resolved in FY 2021.
- 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 2020, the maximum duration of services authorized by FAPT was extended, leading to fewer FAPT reviews per client.
- In FY 2020 the percentage of youth who received services in the community has remained consistent in the 80-90 percent range. The System of Care team focuses on serving children in the least restrictive environment, identifying and reducing disparities and widening the service array.
- In FY 2020, there was decrease in the number of referrals for in-home services due to the COVID-19 pandemic. The number of clients served by CSA reduced as a result of no new in-home services being authorized from April- June 2020 due to COVID-19 restrictions.
- In FY 2020, there was an increase in the number of youth that were meeting service goals for in-home services within 180 days of beginning services.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Child Protective Services-Ongoing

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of children stabilized with their families after receiving Ongoing CPS Services	92%	93%	89%	98%	95%	95%
Percentage of families with validated Reports within two years post closure	19%	8%	2%	5%	2%	2%
Percentage of families who achieve a low or reduced level of risk within 90 days	87%	93%	81%	87%	90%	90%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of families served by CPS ongoing	69	58	60	64	64	64
Percentage of Service Plans and Contacts on Time	95%/ 97%	83%/ 85%	98%/ 100%	98%/ 100%	100%/ 100%	100%/ 100%

- 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 2020, 39 families were closed to CPS Ongoing services. In 38 cases (98 percent), children were stabilized with their families. In one case a child was placed into foster care due to a history of unsafe behaviors in the family.
- In FY 2018 and FY 2019, 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 and FY 2020, a total of 76 family cases were closed to CPS Ongoing. After closure, 4 of these families received validated Child Protective Services reports again in FY 2020.
- 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 2020, there were 31 total cases opened for at least 90 days. The percentage of those families who achieved a low or reduced level of risk within 90 days was 87 percent (27). Four families were opened at high risk and remained at high risk at 90 days. Three of these families were closed with a low or moderate risk and stabilized successfully.

- 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.
- In FY 2020, timely completion of service plans and contacts remained high due to staff stability and reduction of staff turnover.
- In FY 2020, the supervisor continued reviewing status of service plans and contact notes with staff to ensure that documents were completed on time.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Child Protective Services- Intake

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of initial responses on time	N/A	N/A	85%	89%	90%	90%
Percentage of cases closed on time	62%	88%	74%	48%	60%	60%
Percentage of cases closed safely without requiring additional services	85%	87%	81%	79%	80%	80%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of assessments	314	271	248	203	203	203
Number of calls received	3,927	2,818	2,515	1,937	1,937	1,937
Number of information and referral calls	2,744	1,596	1,180	758	758	758
Number of investigations	101	109	105	64	64	64
Number of investigations which resulted in a finding of abuse or neglect dispositions	45	53	48	30	30	30

- The number of information and referral calls and assessments have decreased over time 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 2020, the reduction in the number of calls received and validated reports was impacted by schools, day cares, and other childcare providers being closed due to COVID-19. Schools are mandatory reporters and account for the largest number of CPS referrals.
- In FY 2019, the overall compliance percentage of timely contacts for FY 2019 was 85 percent (270/319). The state benchmark for this measure is 85 percent.
- In FY 2019 and 2020, 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.

- In FY 2020, timeliness for initial response exceeded the state benchmark.
- 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 and 2020, the CPS program experienced significant staff turnover. 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. The CPS Supervisor prioritized accurate and thorough documentation over closure timeliness for new and inexperienced staff.
- In FY 2020, a number of carry-over cases from the prior fiscal year that had been open for longer than 60 days were closed, contributing to a reduced rate of timeliness of 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.
- In FY 2020, 257 of 324 (79 percent) cases were safely closed without requiring additional services. 46 of 324 cases (14 percent) required CPS Ongoing services for stabilization. 21 of 324 cases (7 percent) were opened to foster care because investigation determined that children could not remain safely at home.
- In FY 2020, of the 21 cases where children were placed in foster care from CPS Intake, decisions to remove were made within one week of assignment in 15 instances.
- In FY 2020, while the number of investigations that resulted in a finding of abuse or neglect dispositions decreased, the percentage of these founded investigations is consistent with FY 2019.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Foster Care

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of new foster families certified	13	17	20	16	16	16
Number of total certified foster families	58	67	70	69	69	69
Percentage of foster families retained through the end of the fiscal year	81%	86%	82%	77%	85%	85%
Percentage of placements that allow children in foster care to continue services with their own providers seen prior to foster care	90%	87%	97%	94%	95%	95%
Percentage of placements that enable children in foster care to remain in their original school districts	86%	83%	95%	100%	100%	100%
Percentage of placements that lasted until the child was discharged from foster care	91%	87%	93%	97%	98%	98%

CHILD WELFARE

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of placements with a child's relatives, siblings or child-specific placements	52%	51%	52%	50%	60%	60%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of children served monthly	98	84	78	65	65	65
Average number of children served monthly in congregate care	8	5	3	5	5	5
Average number of children served monthly in purchased therapeutic foster home	26	22	14	4	4	4
Average number of children served monthly in regular foster care	41	34	38	36	36	36
Percentage of families certified within 90 days	93%	89%	90%	94%	95%	95%

- In FY 2019, the number of new foster families certified increased slightly from 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 2020, there was a decrease in the number of new families certified due to the impact of COVID-19. Many families were hesitant to proceed with certification until there was some clarity regarding with how COVID-19 would impact placements.
- In FY 2018, 2019, and 2020, the number of total certified foster families remained high 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 2020, 16 families closed: half were kinship families or families who finalized adoptions being finalized. The remaining families closed due to being non-responsive during the recertification process, or due to changes in their personal life that prohibited them from being able to continue to foster.
- 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 2020, continuity of connections to services and school remained high. Services were disrupted for two youth; one ended a connection with mental health services when stepping

down from a residential program; the other disruption reflects a need for a change in childcare services. No children coming into care had a disruption with their base school. Joining a high percentage of children with Arlington County foster families makes it easier for children to remain in their base school.

- 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 2020, 100% (37/37) of placements were stable for children with basic needs which is an increase from 98 percent in FY 2019. During the same time period, children with complex needs had 93 percent (27/29) placement stability, up from 89 percent in FY 2019. Both children that disrupted, remained stable in their new placement.
- In FY 2020, there were 16 children and youth who were unable to be placed with family members. Some of these reasons included barrier crimes, legal status, unwillingness to participate in the approval process, complexity of child needs, and differing needs for children in sibling groups.
- In FY 2018, 2019, and 2020, the average number of children served monthly in congregate care has remained low 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.
- In FY 2020, the number of children served monthly continues to decrease as the number of youth being discharged to permanency has increased.
- In FY 2019 and FY 2020, the number of youth placed in Therapeutic Foster Care (TFC) home continues to decrease as recruitment efforts continue to focus on certifying Arlington County foster homes to ensure that you remain in the Arlington community.
- This program has a performance measurement plan. The data above aligns with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Foster Care Permanency

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of Discharges to Permanency	N/A	78%	79%	82%	85%	85%
Percentage of Reunifications or Relative Placements within 15 months	N/A	83%	56%	76%	70%	70%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2020 Estimate
Number of youth in foster care (as of the last day of the fiscal year)	N/A	80	78	70	70	70
Number of youth discharged/families closed	N/A	37/28	53/36	38/29	38/29	38/29

- In FY 2019, there were a large number of older youth (12) that aged out of care and discharged without achieving permanency.
- In FY 2020, all seven youth exiting who did not achieve permanency, entered care as teenagers; all but one at age 17. A number of these youth were court-involved. All but one

youth entered Fostering Futures, where they will remain connected to CFSD for ongoing case management.

- In FY 2020, the children reunified outside of 15 months came from two families. In both instances, the caretakers had serious mental health and/or substance use concerns.
- In FY 2020, the number of youth in foster care on the last day of the fiscal year continues to decrease which is consistent with national and regional trends.

Family Partnership Meeting

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average satisfaction score with FPMs for family members/ service providers	3.6/3.7	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	53%	48%	45%	75%	75%	75%
Percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting	95%	100%	100%	90%	90%	90%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children served in at-risk and removal FPMs	99	69	98	114	114	114
Number of children served in placement- and goal-change FPMS	25	22	17	45	45	45
Percent of Family Partnership Meetings held within 14 days for youth at risk of removal	94%	92%	100%	100%	100%	100%
Percent of removal meetings held before the Court hearing	100%	100%	91%	100%	100%	100%

- In FY 2019 and FY 2020 family and provider satisfaction scores averaged 3.6 and 3.7 respectively, consistent with previous years.
- In March 2020, survey distribution was suspended due to the impact of COVID-19 and 100 percent virtual meetings.
- 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 some instances, Reunification/relative placement was attempted but due to either parental instability or behavioral challenges, the placements were disrupted/delayed.
- In FY 2020 ongoing efforts to increase family engagement activities early and often, and to establish written visitation plans initiated in FPMs, have resulted in maintaining and improving exits from foster care within 12-month timeframe.
- In FY 2020, nine children were unable to remain in the home 90 days after the FPM. Five of the nine children were court-ordered into foster care.
- In FY 2019 and 2020, the total number of FPM's and children receiving them significantly increased. During COVID-19, FPMs were facilitated using a virtual platform which eliminated

transportation and participation barriers for families. The use of this platform contributed to the increase in the amount of FPM's facilitated and children served.

- In FY 2019 and 2020, the percentage of FPM's held within 14 days for youth at risk of removal increased to 100 percent.
- In FY 2020, for children who had been removed and placed into foster care, 100 percent of meetings were held prior to the preliminary court hearing, which is an increase from FY 2019. Current processes for holding FPMs prior to court hearings continue to work well.
- In FY 2019, two additional staff completed training in FY 2019 to become FPM facilitators. Also, Family Support Workers completed the training to coordinate FPMs.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Adoption

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children who exited foster care to adoptive homes	N/A	5	10	10	10	10
Number of children who exited foster care to adoptive homes within 24 months	9	0	2	2	2	2

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children with finalized adoption receiving adoption subsidy	125	122	126	128	128	128

- In FY 2018, FY 2019 and FY 2020, the number of children who exited foster care to adoptive homes within 24 months continued to be 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of youth aged 14-21 who are engaged in education and/or employment readiness activities	N/A	N/A	92%	100%	90%	90%
Percent of youth ages 18-21 who receive regular dental /medical care	N/A	N/A	33%/62%	32%/59%	30%/60%	30%/60%
Percent of eligible youth engaged in the Fostering Futures Program	N/A	N/A	70%	82%	85%	85%
Percent of youth ages 14-18 that exited care to permanency	100%	60%	75%	86%	90%	90%

CHILD WELFARE

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of youth served in foster care between ages 14 and 21	55	43	37	42	42	42
Percent of youth who had Transitional Living Plan (TLP) completed on time	67%	78%	59%	93%	85%	85%

- In FY 2018, 2019, and 2020, the number of youth served in foster care between the ages of 14-21 has remained low as the overall number of youth served in foster care decreased. In FY 2020, there was a slight increase in the number of youth served ages 14-21. This is can be attributed to the increase in the number of older youth engaged in the Fostering Futures program. 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 2020, 100 percent of youth were engaged in educations and/or employment readiness activities. Of the 31 youth engaged in either education or employment related activities, 19 were receiving educational services, and 12 were employed or engaged in an employment readiness program.
- In FY 2019 and FY 2020, 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.
- 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, 33 youth were eligible to participate in the Fostering Futures program. Of these youth, 23 (70 percent) engaged in the program.
- In FY 2020, the percentage of youth engaged in Fostering Futures increased. Four youth chose not to engage in Fostering Futures, and one youth lost their eligibility due to incarceration.
- 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 2020, three of the older youth that exited to permanency were reunified with their families. The other three youth were adopted. The youth who did not achieve permanency was incarcerated at the time of his exit and may request services to resume upon release.
- 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 Transitional Living Plan (TLP) meetings including youth absence (absence, no show), scheduling conflicts, adoption finalization and crisis. Two foster care positions were designated for older youth and exisiting staff already trained in Family Partnership Meetings (FPM) were enlisted to complete TLP's, allowing for a larger pool of facilitators.
- In FY 2020, the timeliness of TLP meetings improved due adding staff as dedicated IL case workers and training them for TLP meetings. Additionally, TLPs held prior to a youth turning 18 are facilitated as Family Partnership Meetings in compliance with new State guidelines which has provided additional staff support for timeliness.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Centralized Intake Unit

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of children and families connected to ongoing services	93%	97%	93%	87%	90%	90%
Percentage of clients diverted from court involvement	57%	100%	67%	68%	70%	70%
Percentage of parents understanding the next step in obtaining services	97%	100%	100%	N/A	95%	95%
Percentage of parents who believe they will get the help they need	96%	98%	100%	N/A	95%	95%
Percentage of youth understanding what the next step is	91%	97%	80%	N/A	95%	95%
Percentage of youth who believe they will get the help they need	92%	94%	93%	N/A	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of information and referral calls handled	992	1,142	794	747	747	747
Youth receiving first clinical appointment within 10 days of intake	N/A	N/A	70%	84%	85%	85%
Percentage of required Intake Assessment documentation data elements in compliance	95%	97%	94%	91%	91%	91%

- 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 2020, the percentage of families connected to ongoing services declined during the COVID-19 pandemic. 60 percent of the families that did not connect to ongoing services had their first clinical appointment scheduled in the third quarter, when services shifted to telehealth services due to COVID-19.
- 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 vacant court liaison position was filled in April 2018.
- In FY 2020, the percentage of clients who met diversion criteria with no subsequent court involvement increased from 67 percent in FY 2019 to 68 percent. The overall number of clients

served by the court liaison therapist greatly decreased due to a variety of factors, i.e. Dept. of Juvenile Justice reforms and COVID pandemic. A significant number of referrals to the court liaison therapist are supported by the Truancy Committee which only met from October 2019 to February 2020 before discontinuing due to COVID-19 related school closures.

- 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 2020, the survey was not administered due to COVID-19 and transitioning to a virtual telehealth platform and subsequently, there are no survey results for this year. In FY 2021 the survey will be administered virtually.
- 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 2020, there was an increase in the number of appointments that were offered within ten days of the intake assessment, reducing the wait time. The "new client alert" email system that was developed and implemented to notify the therapist of the assignment and to contact the family which significantly contributed to the decrease in wait time.
- 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.
- In FY 2020, the number of intake and referral calls decreased slightly. During this time, many families called to request additional information about services and resources during COVID-19.
- In FY 2020, four of the five clinicians that scored below 80 percent on the chart reviews (data elements) were substitutes for the regular intake clinicians.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Outpatient Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of clients who achieve their treatment goals at discharge	93%	94%	91%	88%	95%	95%
Percentage of parents completing surveys who report satisfaction with services	88%	90%	88%	N/A	90%	90%
Percentage of seriously emotionally disturbed consumers maintained in the community with outpatient treatment	77%	85%	88%	96%	97%	97%

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of youth completing surveys who report satisfaction with services	76%	75%	73%	N/A	75%	75%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of client services documentation completed within one business day	88%	90%	88%	77%	80%	80%
Client show rate	80%	79%	80%	78%	80%	80%
Total consumers receiving services	300	282	382	390	390	390
Number of youth receiving intensive and routine case management services	57	69	135	92	92	92
Number of youth receiving outpatient therapy services	265	205	308	295	295	295
Number of youth transitioned to adult behavioral health services	40	39	22	16	16	16

- 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 2020, 88 percent of clients achieved some or all their treatment objectives at discharge. 90 (36 percent) youth achieved maximum benefit at discharge and 131 (52 percent) youth achieved a partial benefit. Most of the youth (20) that did not meet treatment goals did not engage in services after multiple outreach attempts by staff. When services transitioned to telehealth due to COVID-19 there were some families that declined 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 maintained 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 2-6 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 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 2020, 96 percent (360/376) 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 maintained in a community setting. The program has been collaborating with stakeholders to increase focus on the clinical needs of youth who could potentially be placed outside of the home.

- In FY 2020, families had an increased need for access and information to resources to support their basic human needs as a result of COVID-19. There was a decrease in the need for behavioral/mental health case management which resulted in a decrease in the amount families receiving intensive and routine case management.
- In FY 2019 and FY 2020, 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.
- In FY 2020, the survey was not administered due to COVID-19 and transitioning to a virtual telehealth platform and subsequently, there are no survey results for this year.
- In FY 2020, clinician caseloads were increased to approximately 20 children per caseload from approximately 15 children per caseload in FY 2019. The maximum clinician caseload in FY 2020 was 23. The increase in the clinician caseload impacted the timeliness of progress note completion.
- In FY 2020, client show rates continue to be high for outpatient and case management services. The stability in these percentages also reflect the implementation of extended hours to meet family/client needs, therapists' engagement with clients, increased caseloads, and intentional focus on productivity.
- In FY 2020, the total clients served increased slightly from FY 2019. Beginning March 24, 2020, all services transitioned to telehealth due to the COVID-19 pandemic which impacted the overall number of clients served in outpatient therapy and case management.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Child Advocacy Center

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children receiving forensic interviews by Child Advocacy Center staff	166	196	168	161	161	161

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of children referred to the CAC	273	314	217	198	198	198
Percentage of eligible children who received forensic interviews at the CAC	64%	72%	87%	95%	95%	95%
Percentage of families offered follow-up services within 7 days of interview	N/A	84%	74%	73%	80%	80%

- 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 due to the decrease in the amount of referrals received that year. There were 217 referrals received in FY 2019 and 314 referrals received in FY 2018.

- In FY 2020, the Forensic Interviewer's role expanded to include MDT Coordinator, which has increased opportunities for forensic interviews. It is notable that during the COVID-19 pandemic, families continued to agree to face to face forensic interviews. All forensic interviews conducted in FY 2020 were conducted face to face.
- In FY 2020, the number of referrals decreased slightly as a result of the temporary closure of schools (significant referral source) due to COVID-19.
- 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.
- In FY 2020 the Police Department decided to assign child cases to three specialized detectives who were selected based on their experience and interest. As a result, there was more consistency with implementation of the Joint Investigative protocol which contributed to the increase in the number of eligible children interviewed.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:

  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Youth Behavioral Health Wellness (Substance Abuse and Early Intervention)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of contacts	4,215	3,000	6,845	4,476	4,476	6,500
Number of events	N/A	130	105	81	81	81
Number of participants trained	195	90	1,317	186	186	186
Suicide Means Reduction Tools Distributed	N/A	120	997	472	472	472
Tobacco vendor site visits	165	147	0	0	145	145

- 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.
- In FY 2020, the number of face to face contacts decreased significantly due to the COVID-19 pandemic and the inability to conduct outreach face to face.
- In FY 2019, the number of events decreased slightly due to staff vacancies during the fiscal year.
- In FY 2019, the number of participants trained increased due to a one-time KOGNITO training that was provided to all Arlington Public School teachers and student support staff.
- In FY 2020, face to face trainings and events were suspended and most were converted to virtual settings in March 25, 2020.
- 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 2020, the prevention team partnered with the library to host seven Lock and Talk presentations to discuss and distribute suicide means reduction tools. These events were suspended in March due to the COVID-19 pandemic.
- In FY 2019, there was a state suspension on tobacco vendor site visits due to updated laws regarding the legal purchasing age.
- In FY 2020, updated law requirements for tobacco vendor site visits were provided to the agency, however, visits were suspended due to COVID-19. Visits will resume in FY 2021.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Management and Administration

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percentage of budgeted third party reimbursement revenue received	94%	90%	103%	90%	80%	95%

- The percent decrease from FY 2017 to 2018 is attributed to fewer Medicaid eligible particpants than expected at the Adult Day Program.
- The percent increase from FY 2018 to 2019 is attributed to state Medicaid expansion and more clients served who are covered by insurance providers. The FY 2019 Actuals were revised to reflect the perectage of third party reimbursements received.
- The percent decrease from FY 2020 to 2021 is attributed to the suspension of program activities at the Adult Day Program and the transportation fees for Developmental Disability Services Bureau.

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 outreach 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 Commission on Aging.

Resource Center

- Provide information, referrals, options counseling 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Agency on Aging Programs

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of grants received	10	12	13	14	14	14
Number of programs funded through the AAA	10	12	13	14	14	14
Home Delivered Meals: Total participants	155	144	193	310	320	250
Home Delivered Meals: Total number of meals delivered	44,469	39,307	54,297	77,133	78,000	60,000
Home Delivered Meals: Customers eat healthier	80%	91%	88%	90%	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Home Delivered Meals: Participants who report that services enable them to continue to live independently	89%	98%	98%	95%	95%	95%
Home Delivered Meals: Participants that have stabilized or reduced nutritional risk	82%	73%	83%	47%	80%	80%

- The increase in the number of grants received and the number of programs funded through the AAA in FY 2020 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 measurement 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 that have stabilized or reduced nutritional risk is 80 percent. In FY 2020, measures for the total number of participants and meals delivered were added to the performance measurement plan. The large increases in FY 2020-2021 are directly related to an increase in the request for services as related to the number of Arlingtonians affected by the COVID-19 pandemic. The decrease in the FY 2022 estimate is based on assumption that Congregate Nutrition sites can re-open in late FY 2021 and those clients will no longer receive home delivered meal services.
- The decrease in FY 2020 in nutrition risk is related to age as a factor. Adults age 85 and older are at particular risk for malnutrition. In FY 2020, 20 percent of the participants were ages 85 and above. Of those age 85 and above, 35 percent scored a 6 or higher on the nutrition screening initiative (NSI). Due to the COVID-19 pandemic, the change to bulk delivery may have also influenced the nutrition risk scores.
- 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Virginia Insurance Counseling Assistance Program (VICAP)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Compliance with Federal Outreach Guidelines	N/A	60%	60%	80%	100%	100%
Cost savings for Medicare beneficiaries	$87,167	$82,121	$68,619	$196,217	$200,000	$200,000
Unduplicated number of individuals served through the program	1,454	1,265	1,225	626	1,200	1,500
Unduplicated number of Limited English Proficiency (LEP) individuals served	401	368	397	176	250	300
Total attendees at outreach events	1,911	1,297	1,283	719	800	1,000
Total attendees at Medicare courses	N/A	N/A	201	134	150	200
Total client counseling hours	861	821	770	576	600	700

- 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 2021 - FY 2022 increase estimates 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 4 out of 5 outreach types and anticipates meeting 5 out 5 in FY 2021 and 2022.
- 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. The increase in FY 2020 as well as the FY 2021 - 2022 estimates reflect full staffing and an improved data collection process.
- New measures added in FY 2020 to the performance measurement plan include: Unduplicated number of individuals served, Unduplicated Limited English Proficiency (LEP) individuals served, Total attendees at outreach events, Total attendees at Medicare courses, and Total client counseling hours. All five of these measures experienced a reduction in total served due to the COVID-19 pandemic.

Resource Center

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of requests for information and assistance	4,663	4,750	N/A	N/A	N/A	N/A
Customers in poverty receiving face to face services	525	N/A	N/A	N/A	N/A	N/A
Completion of case management work within 90 days	97%	97%	94%	94%	98%	98%
Quality of customer experience: clarity of information	98%	97%	90%	90%	95%	95%
Quality of customer experience: wait time	100%	97%	96%	90%	95%	95%
Quality of customer experience: quality interaction with staff	100%	97%	92%	92%	95%	95%
Connection to services: staff meets or exceeds requested service needs	N/A	94%	82%	72%	85%	85%
Effectiveness of services: clients report they are better off than before services	100%	91%	84%	85%	90%	90%
Number of Individuals Served by Resource Center Staff	1,104	1,179	1,403	1,537	1,700	1,900

- Measures listed that are no longer tracked are indicated above with “N/A”.
- 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. In FY 2020, the increase can be attributed to a shift to assistance from a distance model - from in-person appointments to mostly remote by video conferencing and phone.
- The Resource Center saw an increase in individuals served but made fewer connections to services during FY 2020 as most of the requests for assistance were acute in nature (i.e. emergency food, grocery delivery, medication access, rental assistance and shelter referrals). These numbers are a direct result of a growing population of adults 60 and above in Arlington, as well as the impact of the COVID-19 pandemic. In March 2020, the staff shifted from in-person to remote service delivery by video and phone. This service delivery model removes barriers and allows staff to connect with more older adults, persons with disabilities and caregivers.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

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 an integrated supportive services model. Strives to improve individuals' health and safety by reducing risks of social isolation, abuse, neglect and premature 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Adult Social Services

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of nursing home and community-based waiver screenings (CCC+)	214	209	233	193	200	225
Percent of cases where monthly/quarterly/annual contact requirements are met	100%	100%	95%	98%	98%	98%
Percent of clients who live in the most independent and least restrictive setting	89%	96%	99%	99%	98%	98%
Percent of nursing home pre-admission screenings that occur within 30 days of referral	95%	99%	100%	99%	98%	98%
Total Adult Services Cases	552	612	509	394	517	541

- The number of nursing home and community-based waiver and pre-admission screenings decreased in FY 2020 due to staff vacancies and fewer in home screenings due to the COVID-19 pandemic.
- For percent of cases where monthly/quarterly/annual contact requirements are met, the FY 2019 decrease was related to a staff vacancy.
- 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 total number of clients served increased from FY 2017 to FY 2018 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. FY 2020 there was a decrease due to the COVID-19 pandemic and a higher focus on maintaining and supporting existing Adult Services clients.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Adult Protective Services (APS)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of clients with reduced risk factors after three months of intervention or at case closure	100%	100%	100%	98%	98%	100%

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of clients served	308	290	283	274	280	287
Percent of APS investigations initiated within 24 hours	100%	100%	100%	100%	100%	100%
Timeliness of clinical documentation	N/A	N/A	71%	80%	90%	90%
Quality of clinical documentation	N/A	N/A	87%	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	93/39%	94/42%	81/32%	76/30%	88/35%	91/35%
Number accepting services (founded and unfounded)	122	135	117	104	120	132
Number/percent of founded APS investigations: Neglect	66/71%	64/68%	68/84%	61/80%	62/70%	64/70%
Number/percent of founded APS investigations: Abuse	6/7%	9/10%	10/12%	5/7%	8/9%	9/10%
Number/percent founded APS investigations: Exploitation	21/23%	21/22%	3/4%	10/13%	18/21%	18/20%
Number/percent of APS clients found to be abused, neglected or exploited who accept services	67/72%	70/74%	65/80%	51/74%	66/75%	68/75%
Percent of investigations completed within 45 days	100%	100%	100%	77%	90%	95%
Average number of investigations per worker per year	80	74	83	77	75	75
Recidivism: Percent of clients with no prior investigations	84%	85%	92%	86%	92%	92%

- The total number of clients served has decreased since FY 2017 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 increase in FY 2020 is attributed to a full year of PeerPlace as the electronic record and staff becoming more familiar with the standards and process for entry.
- The FY 2019 and FY 2020 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.
- In FY 2020, the number of investigations completed on time (within 45 days) decreased. This was largely due to the cases that were received over weekends and were not acknowledged in PeerPlace until the next business day. This error has since been corrected.

- 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 individuals living in stable environments.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

Nursing Case Management and In-Home Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number and percent of patients with hypertension who maintain blood pressure within established norm for the client	61/92%	52/91%	42/91%	34/85%	45/90%	45/90%
Number and percent of clients with medications pre-poured who are adherent to their medication regimen	46/94%	46/95%	38/95%	34/94%	45/95%	45/95%
Number and percent of new clients with fewer ER visits per quarter after admission compared to the quarter before admission	8/80%	8/73%	N/A	N/A	N/A	N/A
Nursing Case Management: Number and percent of clients maintained in community/aging in place	107/94%	105/95%	75/96%	74/96%	73/95%	73/95%
Community Living Program: Number and percent of clients maintained in community/aging in place	N/A	N/A	N/A	335/99%	321/95%	321/95%

- 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 decrease in FY 2020 is related to fewer and limited home visits during the COVID-19 pandemic.
- 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. From FY 2019 to FY 2020, the number of clients receiving these interventions remained similar due to the COVID-19 pandemic.
- Starting in FY 2019, 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. Prior to FY 2020 this data was not formally tracked for the Community Living Program and is indicated above with "N/A". 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Nursing Case Management: Number of persons served	439	447	502	457	500	500
Nursing Case Management: Average Caseload	27	31	27	22	27	29
Nursing Case Management: Number and percent of new care plans initiated within 10 working days of admission	25/100%	22/100%	22/100%	N/A	N/A	N/A
Nursing Case Management: Number and percent of care plans updated quarterly based on chart reviews	64/100%	64/98%	61/95%	61/95%	N/A	N/A
Nursing Case Management: Number and percent of care plans updated quarterly based on chart reviews	63/98%	64/100%	64/98%	N/A	N/A	N/A
Clients screened for nursing home level of care	223	204	233	188	220	220
Clients receiving NCM/CLP intake assessments or consultations	102	133	190	192	200	200
Home-Based Community Living Program: Number of persons served	328	315	371	380	400	400
Home-Based Community Living Program: Percent of clients surveyed who are satisfied with services	94%	94%	93%	92%	92%	92%

- 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 decrease in FY 2020 is due to a some clients temporarily opting out of services due to the COVID-19 pandemic. The program estimates continuing to serve close to 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. However, due to the COVID-19 pandemic, fewer clients were opened to full NCM services in FY 2020, resulting in a lower caseload average.
- 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 2021 and FY 2022 of the number of persons served is projected to increase due the utilization of two vendors.
- 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Volunteer Guardianship Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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)	426	465	456	519	510	510

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of DHS clients with a volunteer guardian	38	42	40	47	50	50
Number of guardianship petitions initiated by DHS and successfully appointed	14	16	18	4	8	14
Number of volunteer guardians who participate in the program	37	40	39	39	38	38

- 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.
- 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.
- In FY 2021, Arlington was chosen as a pilot program site for the state's Working Interdisciplinary Networks of Guardianship Stakeholders (WINGS) initiative to support court-led partnerships in states to drive changes in guardianship policy and practice. It is projected that with more of a focus on the operational and legislative aspects of guardianship, all of the supporting measures are expected to increase in the FY 2021-2022 estimates.

Adult Day Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of caregivers and case managers who report participants' quality of life has improved	100%	100%	100%	N/A	93%	93%
Percent of family members who report their quality of life has improved since the participant enrolled in the program	100%	92%	90%	N/A	93%	93%

- Caregiver satisfaction remains strong. In FY 2018, 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 next year's survey gave an option to state why their quality of life has not improved or what the program could have done better.

- Caregiver satisfaction survey was not conducted in FY 2020 due to the program's closure during the COVID-19 pandemic.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total unduplicated number of participants	55	58	60	47	32	32
Average daily attendance	21	21	22	21	12	12
Average monthly census	38	39	40	33	32	32
Utilization rate (client days attended/capacity)	84%	88%	92%	88%	42%	42%
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	96%	96%	96%	100%	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.
- In FY 2020, utilization rate only covers pre-pandemic months. The FY 2021 and FY 2022 estimates are based on the program operating at 50 percent capacity once the program re-opens. The program has been closed due to COVID-19 since March 2020. This program has a performance measurement plan. The data above align with this plan. You can read this program's complete FY 2020 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 age 55+ 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Senior Adult Mental Health Program (SAMH)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of adults served	200	280	314	347	375	390
Total number of persons receiving case management and mental health therapy	148	170	195	197	205	215

- The FY 2017-2020 actual increases and FY 2021 and FY 2022 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.

SENIOR ADULT MENTAL HEALTH SERVICES

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of home visits per year	573	1,001	1,040	985	837	1,000
Percent of charts that meet quality documentation requirements	N/A	86%	79%	82%	90%	90%
Improvement in level of functioning	56%	67%	51%	54%	60%	75%
Percent of older adults remaining in the community	99%	97%	96%	98%	98%	98%
Percent of progress notes that are entered within one business day	93%	92%	90%	90%	92%	92%

- 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 2020, the decrease is attributed to staff making fewer in-home visits due to the COVID-19 pandemic, a trend that has continued into FY 2021. Once in-home visits resume, we expect to return to pre-FY 2020 levels.
- In FY 2018, the program introduced a new procedure for measuring the quality of documentation requirements. The decrease from FY 2018 to FY 2019 is due to acclimation and inclusion of these new procedures in their clinical documentation as well as staff turnover. DHS considers 90 percent quality documentation as meeting expectations.
- Starting in FY 2019, the quality of life measure was discontinued and replaced with the Improvement in Level of Functioning measure that is based on 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.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Regional Older Adult Facilities Mental Health Support Team (RAFT)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of clients maintained in the community after discharge or diversion from psychiatric hospitalization	100%	100%	98%	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 2019-2020. DHS considers the target percent of clients maintained in the community 98%.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of clients served (RAFT)	63	76	82	87	85	85
Percent of clients and family members satisfied with services	98%	99%	100%	98%	98%	98%
Percent of professional partners satisfied with services	98%	97%	99%	N/A%	98%	98%
Percent of progress notes entered in a business day	97%	96%	94%	94%	90%	90%
Effectiveness of training: percent of professionals trained who report improved ability to work with behavioral challenges	100%	100%	100%	99%	99%	90%

- There has been a steady increase in the number of clients served since FY 2017. The program began to focus on referrals and placements in FY 2018. 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 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. Fairfax County referrals in FY 2019 and FY 2020 were highest among Alexandria, Arlington, Loudoun and Prince William counties.
- The estimates for FY 2021 and FY 2022 are based on meeting a 90 percent standard for progress note entry and effectiveness of training.
- Professional partners satisfied with services is marked "N/A" for FY 2020. While surveys were sent out, they were not broken out into different types of participants (clients, families, partner facilities, or healthcare professionals).
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Mary Marshall Assisted Living Residence

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Support Coordination

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of individuals in competitive, integrated employment	N/A	14%	28%	38%	31%	31%
Percent of individuals maintained in non-institutional community settings	N/A	94%	94%	95%	95%	95%

DEVELOPMENTAL DISABILITY SERVICES

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of individuals who had an annual conversation regarding community-based employment	96%	97%	94%	99%	98%	98%
Percent of individuals who were employed or working toward employment	69/92%	N/A	N/A	N/A	N/A	N/A
Face-to-Face contacts for individuals receiving Active Support Coordination - 30 day contacts	N/A	N/A	93%	95%	95%	95%
Face-to-Face contacts for individuals receiving Active Support Coordination - 90 day contacts	N/A	N/A	94%	92%	95%	95%

- The percent of individuals who had an annual conversation regarding community-based employment individuals dipped 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. Staff training in this area has led to an increase for FY 2020. Conversations are expected to continue to increase in FY 2021 and FY 2022 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 increased in FY 2020 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.
- The measures Face-to-Face contacts for individuals receiving Active Support Coordination - 30 day contacts and Face-to-Face contacts for individuals receiving Active Support Coordination - 90 day contacts were added in FY 2019.
- Measures marked with “N/A” above are no longer tracked by the program.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of individuals served	458	471	496	490	509	524
Subset: Number of active individuals	235	244	253	261	271	279
Subset: Number of monitored individuals	223	227	243	229	240	252
Subset: Number of Arlington-based individuals residing in state institutions	5	5	4	4	4	3

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number and percent of family members responding to a survey who expressed satisfaction with support coordination services	58/91%	69/89%	63/94%	59/98%	60/90%	60/90%
Number of assessments and evaluations	44	64	65	50	55	60

- The increases in number of individuals served assume that one-third of all applicants will be found eligible and begin receiving services. The FY 2021-2022 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 2021 and FY 2022 estimates for all critical and supporting measures.
- The decrease in number of assessments and evaluations in FY 2020 is due to fewer referrals received due to the COVID-19 pandemic.
- 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 2020 plan here: http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/

Supported Employment and Habilitation

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average hourly earnings: Supported employment group models	$8.94	$9.19	$9.50	$9.21	$8.50	$9.00
Average hourly earnings: Supported employment individual models	$10.84	$11.30	$12.57	$12.00	$11.75	$12.00

- 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.
- 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. The FY 2020 hourly wage for group and individual employment can be attributed to two factors: 1) individuals moved out of the County which means their wages are not reported to DDS; 2) individuals leaving employment opportunities due to resignation, retirement, or job displacement. The estimate for FY 2021 hourly wages are expected to decrease due to job displacement related to the COVID-19 pandemic. Many group employment models are not operational at this time and it is difficult to predict when

individuals will be able to return to work. It is estimated that individual hourly wages will be less affected by the COVID-19 pandemic because more individuals in this category have been able to remain in the workforce.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients served: Habilitation services	148	156	160	154	158	163
Clients served: Supported employment group	41	42	39	33	34	35
Clients Served: Supported employment individual	26	28	27	26	27	30
Percent of clients responding to a survey who rated habilitation and supported employment services received as satisfactory or better	95%	97%	98%	90%	93%	97%
Percent responding to a survey rating transportation service received as satisfactory or better	94%	96%	98%	90%	89%	90%

- 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.
- FY 2020 decrease in actual clients served in habilitation programs can be attributed to clients moving out of the County combined with fewer estimated graduates entering habilitation programs.
- The FY 2019-2020 decreases for group supported employment reflect revised State criteria for a more restrictive definition of group supported employment. Additionally, with the other options not present (individual employment or day programs) regular attrition is expected. The County is expected to award a Group Supported Employment contract to a community provider during FY 2021. This additional program will create more employment opportunities in Arlington County.
- The FY 2020 decrease in satisfaction for habilitation and transportation services is due to fewer respondents to this survey than in previous years. Some dissatisfaction around transportation services is related to the state funded transportation service, in contrast to the County's contracted transportation service provider. DDS staff work to resolve issues with the state funded transportation service provider, but some issues persist statewide. It is estimated for FY 2021-2022 that satisfaction with habilitation, employment, and transportation services may remain lower than previous fiscal years because of the impact of the COVID-19 pandemic on DDS services.

Residential Services

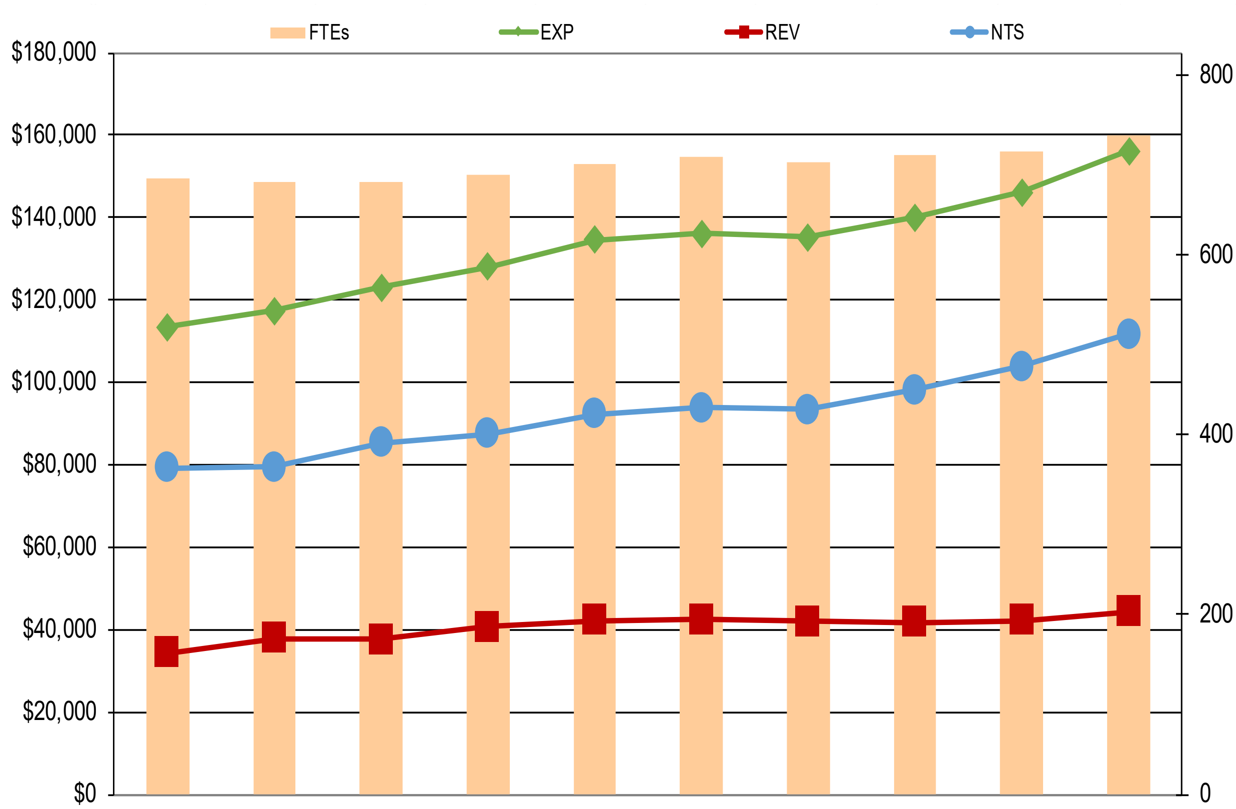
Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients served: Intensive congregate	89	83	83	87	84	90
Clients served: In-home supports	34	26	27	27	24	24
Clients served: Respite care	2	5	3	1	3	3

DEVELOPMENTAL DISABILITY SERVICES

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clients served: Supervised congregate	24	23	22	25	27	25
Percent of consumers/advocates surveyed rating services as satisfactory or better	91%	95%	89%	96%	95%	95%

- The decrease for FY 2018 for the intensive congregate program was the result of incentivizing providers (under the new Waiver Redesign) to support individuals in smaller homes/settings. The estimated increase in FY 2022 includes the anticipated completion of the redevelopment of the County owned 1212 Irving Street group home.
- 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$113,480	$117,358	$122,965	$127,949	$134,525	$136,105	$135,257	$140,083	$146,127	$156,089
REV	$34,337	$37,826	$37,653	$40,559	$42,234	$42,322	$41,857	$41,840	$42,234	$44,322
NTS	$79,143	$79,532	$85,312	$87,390	$92,291	$93,783	$93,400	$98,243	$103,893	$111,767
FTEs	685.84	680.54	681.54	688.79	700.82	709.02	702.62	710.22	714.62	733.12

Fiscal Year	Description	FTEs
FY 2013	▪ The County Board added ongoing funding for Permanent Supportive Housing ($248,064).	
	▪ The County Board added one-time funding for the Homeless Prevention and Rapid Re-Housing Program ($200,000).	
	▪ The County Board added one-time funding for a second year of the housing grants pilot for singles program ($50,000).	
	▪ The County Board added ongoing funding for an additional 0.5 FTE psychiatrist for children ($97,500, 0.5 FTE).	0.50
	▪ The County Board added ongoing funding for an additional 1.0 FTE to develop and conduct an independent living program for young adults ($70,000, 1.0 FTE).	1.0
	▪ The County Board added one-time funding of $66,000 and ongoing funding of $100,000 for the Job Avenue program for supported employment and education, to be allocated between mental health, substance abuse and young adult services.	
	▪ The County Board added ongoing funding to add 0.5 FTE to the existing 0.5 FTE behavioral health recovery manager ($40,000, 0.5 FTE) transitioning this position to a 1.0 FTE.	0.50
	▪ The County Board added ongoing funding for additional hours for a public health nurse ($37,775, 0.5 FTE) at Carlin Springs Elementary School to bring the position to full-time.	0.50
	▪ The County Board added ongoing funding for additional hours for a mental health therapist at Carlin Springs Elementary School ($41,225, 0.5 FTE) to bring the position to full-time.	0.50
	▪ The County Board added one-time funding for Alexandria Neighborhood Health Services, Inc. in the amount of ($40,000).	
	▪ The County Board added one-time funding for the Arlington Free Clinic ($58,500).	
	▪ The County Board added one-time safety net funding for the Arlington Food Assistance Center ($66,000).	
	▪ The County Board added one-time safety net funding for Arlingtonians Meeting Emergency Needs ($50,000).	
	▪ The County Board added ongoing funding for the Culpepper Garden Senior Center ($30,000).	
	▪ The County Board added one-time funding to the Arlington Street People's Assistance Network ($100,000).	
	▪ The County Board allocated one-time funding for housing grants ($2,226,709).	
	▪ Increased non-personnel for a full year of funding for operating costs of the Mary Marshall Assisted Living Residence ($402,124).	
	▪ Increased rent costs for Sequoia Plaza ($488,407).	
	Added ongoing funding for transportation services for adults with intellectual disabilities ($99,046).	
	▪ Reduced intra-County rent charged to the department for several buildings ($127,229).	
	▪ Due to a decrease in Community Development Block Grant (CDBG) funds, replaced lost CDBG funding with local funding for two Employment Specialist positions ($177,342). One position funded with ongoing funds, and one with one-time funds to allow a transition period.	

Fiscal Year	Description	FTEs
	▪ Eliminated FY 2012 one-time funding for a variety of projects ($740,431).	
	▪ 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
	▪ Eliminated grant funded Management Specialist ($92,674) from the RAFT program.	(1.0)
	▪ Added non-personnel costs ($9,967), an Employment Services Specialist ($77,191) and a Social Worker ($83,326) for the Arlington Mill Community Center.	2.0
	▪ Eliminated 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).	

Fiscal Year	Description	FTEs
	■ 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 children.	(1.0)
	■ Eliminated two Public Health Nurses ($193,282) providing services to Arlington Public elementary schools.	(2.0)
	■ Eliminated one Public Health Nurse ($108,067) and one Clinic Aide ($63,052) providing on-site health screening and immunizations for non-English speaking children.	(2.0)
	■ 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)

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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 several 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).	

Fiscal Year	Description	FTEs
	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).	
	▪ 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).	

Fiscal Year	Description	FTEs
	▪ Increased funding for the Home Delivered Meal Program and Culpepper Garden ($10,774).	
	▪ 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).	
	▪ 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).	
	▪ Intra-County charges increase due to the number clients participating in the Intellectual and Developmental Disability Program ($41,038).	
	▪ *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*
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 continue to be funded in FY 2017 with reallocated base budget funds.	

Fiscal Year	Description	FTEs
	▪ 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).	
	▪ 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. Most 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. 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.	
	▪ 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	1.0

Fiscal Year	Description	FTEs
	Increment Financing Area (TIF) from 33 percent to 30 percent.	
	■ 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 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*

Fiscal Year	Description	FTEs
	▪ *The County Board took action after the FY 2018 budget was adopted to approve 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 the Housing Choice Voucher Program to the Economic Independence Division's Management & Administration.	0.75
	▪ 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).	
	▪ 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) which serves as the Clinic Practice Manager for all Public Health clinics including: family planning, maternity care, immunization, and sexually transmitted infections.	(1.0)

Fiscal Year	Description	FTEs
	▪ 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)
	▪ 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); ▪ 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); ▪ 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);	

Fiscal Year	Description	FTEs
	▪ Customer Service Center from the Agency on Aging Area Plan ($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 Eligibility 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 Health Division's Psychiatric Services line of business.	2.0
	▪ 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	0.75

Fiscal Year	Description	FTEs
	($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.	
	■ 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) ■ A filled Employment Development Specialist ($94,418) ■ A vacant Employment Center Director position ($196,579) ■ A filled Management Specialist position ($118,364)	(5.0)
	■ 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. ■ 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).	

Fiscal Year	Description	FTEs
	▪ 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 grant-funded non-personnel funds to create an Administrative Technician ($65,423, 1.0 FTE) position 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; authorized the transfer of a Human Services Specialist ($98,288, 1.0 FTE) from the Circuit Court Judiciary to the Behavioral Health Division; and added a grant-funded Management Specialist ($115,000, 1.0 FTE) for medical reserve corps coordination in the Public Health Division.*	*8.35*
	▪ *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, a re-classification and increase of a Human Services Clinician II position to a Management Specialist (0.25 FTE) through the conversion of non-personnel funds for Project Peace in the Director's Office, and eliminated a temporary FTE (0.50 FTE) in the Economic Independence Division's Management and Administration line of business. All positions were budgeted through prior board action.*	*1.0*
FY 2021	▪ Added a Management Analyst position (housing locator) ($105,618) and a Management Specialist position (case manager) ($91,923) to the Permanent Supportive Housing program in the Economic Independence Division's Housing Assistance line of business.	2.0
	▪ Added a Developmental Disability Specialist position ($92,484, $80,000 revenue) for support coordination in the Aging and Disability Division's Developmental Disability Services line of business.	1.0
	▪ Added a Mental Health Therapist II ($111,362) for the Behavioral Health Court Docket in the Behavioral Health Division's Specialized and Residential Services lines of business.	1.0
	▪ Re-allocated non-personnel funds for the addition of an Administrative Assistant ($12,203) in the Behavioral Health Division's Psychiatric Services line of business.	0.25
	▪ Re-allocated non-personnel funds for the addition of a temporary staff person ($6,000) at the Adult Day Program in the Aging and Disability Division's Community Supports and Coordination line of business.	0.15

Fiscal Year	Description	FTEs

	▪ Increased funding for the Housing Grant Program ($801,781), including $64,158 to fund the increase in Maximum Allowable Rent and $737,623 to fund the annual ongoing increase.
	▪ Increased funding for the Permanent Supportive Housing Program ($412,554).
	▪ Increased Sequoia Plaza rent ($243,995).
	▪ Increased the projection for the Children's Services Act funds ($184,848).
	▪ Increased the Homeless Services Center Contract ($130,034).
	▪ Revenue changes include:
	  ▪ 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).
	▪ *The County Board took action after the FY 2021 budget was adopted to increase personnel funding due to salary adjustments resulting from job family studies ($1,418,592) and approve the following positions (8.5 FTEs):*	

	▪ *Economic Independence Division: added grant-funded Management Specialist positions ($124,433, 1.25 FTE) and grant-funded Eligibility Worker position ($44,070, 0.50 FTE) for the expansion of the Permanent Supportive Housing Program; added a Food Security Position ($100,050, 1.0 FTE)*	2.75
	▪ *Behavioral Health Division: added a grant-funded Human Services Specialist ($89,587, 1.0 temporary FTE) for the Behavioral Health Docket; added a grant-funded Behavioral Health Specialist ($104,000, 1.0 FTE) for the Permanent Supportive Housing expansion;*	5.75

Fiscal Year	Description	FTEs
	added a grant-funded Behavioral Health Specialist ($89,000, 1.0 FTE) and a Psychiatrist ($89,000, 0.25 FTE) for Forensic Discharge Grant expansion; added a grant-funded Human Services Specialist ($43,832, 0.50 FTE) for the Medication Assisted Treatment Program; added a three-year term grant-funded Behavioral Health Therapist ($320,398, 1.0 FTE) and Behavioral Health Specialist ($292,077, 1.0 FTE) for opioid prevention case management	
	▪ *Child and Family Services Division: added a grant-funded Administrative Specialist ($78,000)*	1.0
	▪ *Aging and Disability Services Division: added a grant-funded Management Specialist position ($79,945) for VICAP data coordination*	1.0

DEPARTMENT OF LIBRARIES

Diane Kresh, Director

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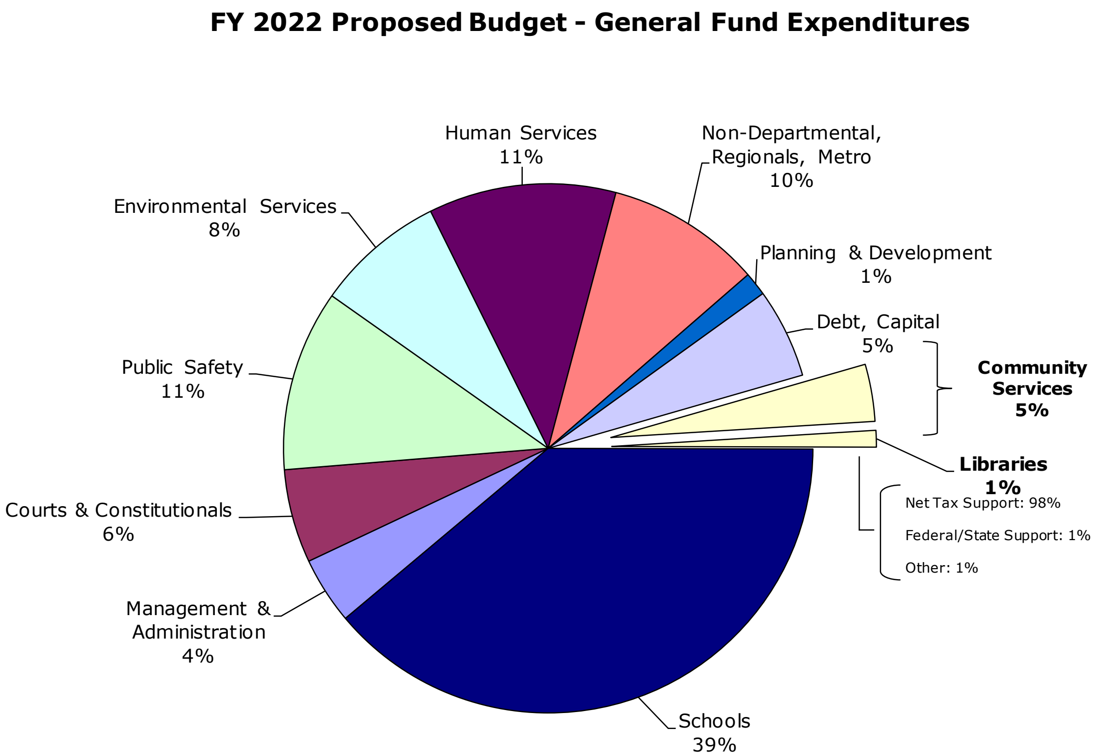
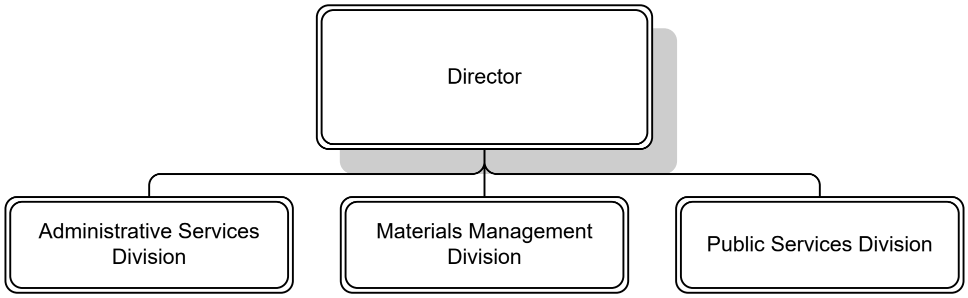
Our Mission: To provide access to information, create connections to knowledge, and promote the joy of reading for every Arlingtonian



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 2022 proposed expenditure budget for the Department of Libraries is $13,862,772, a six percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

↓ Personnel decreases due to the reduction itemized below, partially offset by adjustments to salaries resulting from the proposed increase in the living wage from $15 to $17 per hour ($12,762).

↓ Non-personnel decreases primarily due to the removal of one-time funding for materials ($50,000) and the reduction itemized below.

↑ Revenue increases due to higher rate of payment collection ($10,000) and an in increase in state aid ($7,524).

FY 2022 Proposed Budget Reduction

Public Services and Administrative Services

↓ Delay the re-opening of Glencarlyn and Cherrydale libraries ($880,889, 8.50 Frozen FTEs).

IMPACT: Cherrydale and Glencarlyn will not re-open to the public until July 2022. Regular patrons of these libraries will need to use other library locations. The total reduction amount includes non-personnel savings in Public Services ($24,486) and Administrative Services ($11,500).

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$11,771,530	$11,874,785	$11,080,951	-7%
Nonpersonnel	2,561,981	2,883,601	2,781,821	-4%
Total Expenditures	14,333,511	14,758,386	13,862,772	-6%
Fees	206,768	85,000	95,000	12%
Grants	193,918	193,218	200,742	4%
Total Revenues	400,686	278,218	295,742	6%
Net Tax Support	$13,932,825	$14,480,168	$13,567,030	-6%
Permanent FTEs (Funded)	117.48	117.48	108.98	
Permanent FTEs (Frozen, Unfunded)	-	-	8.50	
Temporary FTEs	13.19	13.19	13.19	
Total Authorized FTEs	130.67	130.67	130.67	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Administrative Services	$3,744,452	$3,826,895	$3,835,091	-	$295,742	$3,539,349
Materials Management	2,861,445	2,994,859	2,983,864	-	-	2,983,864
Public Services	7,727,614	7,936,632	7,043,817	-11%	-	7,043,817
Total	**$14,333,511**	**$14,758,386**	**$13,862,772**	**-6%**	**$295,742**	**$13,567,030**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Administrative Services	26.95	26.25	1.00	27.25
Materials Management	12.87	12.75	0.50	13.25
Public Services	90.85	78.48	11.69	90.17
Total	**130.67**	**117.48**	**13.19**	**130.67**

*FY 2021 Adopted FTE count includes temporary FTEs: Administrative Services (0.70), Materials Management (0.62), Public Services (11.87). Temporary FTEs are reorganized among lines of business in the FY 2022 proposed budget.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
User sessions of public internet computers	N/A	168,410	168,355	119,929	0	90,000
Library App users	N/A	183,973	485,330	231,356	500,000	650,000
Percent of department budget appropriation expended	98.5%	100.0%	99.5%	97.5%	N/A	N/A

- Two new performance measures were added in the FY 2021 budget to better reflect the Administrative Services' performance: user sessions of public internet computers and library app users.
- FY 2020 Library App user counts are affected by a gap in usage data for almost half of the year due to a technical issue and by impacts of library closures during COVID-19.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average anticipated wait time for reserved popular print titles	19 weeks	19 weeks	16 weeks	12 weeks	18 weeks	11 weeks
Average anticipated wait time for reserved popular e-titles	22 weeks	37 weeks	36 weeks	32 weeks	31 weeks	31 weeks
Children & teen material as a percent of total library circulation	48.6%	51.5%	51.2%	50.9%	50.0%	50.0%
Downloadable material as a percent of total library circulation	15.0%	16.8%	19.6%	28.0%	23.0%	25.0%
Downloadable material as a percentage of total library material spending	28.0%	39.9%	30.0%	36.0%	35.0%	35.0%
E-materials added to collection	24,803	32,308	16,976	19,721	35,000	35,000
Number of new library cards issued	23,704	22,559	21,203	19,609	20,000	21,500
Physically printed titles added to collection	63,001	58,232	55,894	44,614	60,000	55,000
All titles added to the collection	87,804	90,540	72,870	64,223	80,000	76,500

- 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.
- FY 2020 wait times on print titles decreased with extra funding and creation of Grab and Go collections.
- Hold times from print titles in FY 2021 are higher due to the pandemic and the library moving to a holds-only service model at Central library.
- Downloadable materials as a percent of total library circulation in FY 2020 increased due to being the only available material during the initial months of the library closure.
- Physically printed titles added to collection decreased in FY 2020 during library closure and due to funds diverted to e-materials.

- All titles added to the collection increases in FY 2021 due to the addition of one-time funding.
- 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

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Central Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	41,572	51,133	47,597	30,900	44,000	50,000
Number of physical materials borrowed	840,028	796,866	768,465	564,697	800,000	785,000

- The number of people attending programs at Central Library in FY 2021 reflects programs conducted virtually. These programs did not take place with participants inside the library.

Shirlington Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	12,013	17,020	23,091	13,289	500	15,000
Number of physical materials borrowed	234,897	229,568	224,675	152,076	55,000	125,000

Westover Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	13,442	16,183	18,564	10,915	150	16,000
Number of physical materials borrowed	290,018	309,471	290,986	189,075	65,000	110,000

Columbia Pike Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	8,056	14,842	12,910	5,696	150	12,000
Number of physical materials borrowed	158,466	154,052	142,574	91,960	0	120,000

Aurora Hills Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	5,633	12,187	9,567	5,365	150	10,000
Number of physical materials borrowed	143,161	130,348	128,862	84,500	0	120,000

- In FY 2019, the number of programs offered decreased due to facility repairs and maintenance resulting in the closure of meeting rooms.

Cherrydale Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	3,998	7,852	8,676	5,225	100	7,000
Number of physical materials borrowed	110,572	108,413	102,139	66,156	0	90,000

Glencarlyn Library

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of people attending programs	5,010	4,165	3,788	5,644	100	4,000
Number of physical materials borrowed	65,448	67,740	61,019	46,795	0	45,000

Plaza Library

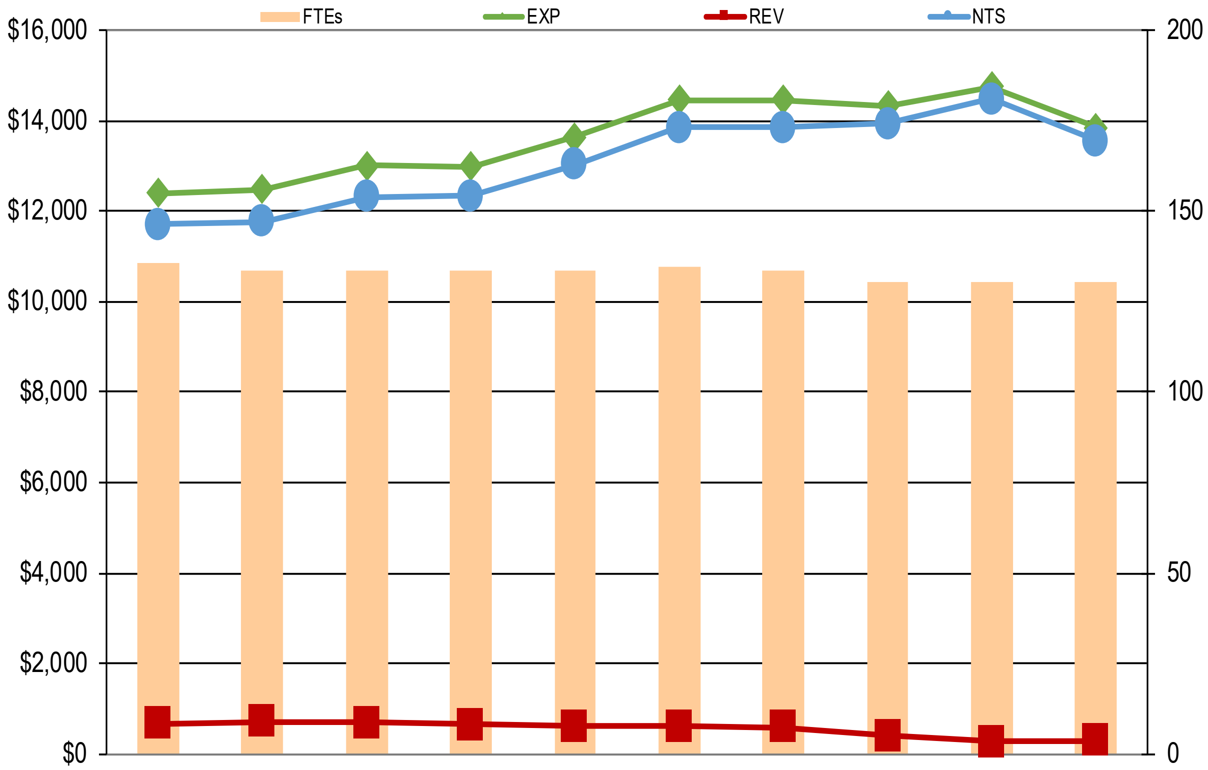
Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of physical materials borrowed	32,487	33,715	35,874	24,000	0	15,000

Virtual Library (E-Material)

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of materials borrowed	443,741	508,286	592,132	820,270	785,000	660,000

- FY 2020 and FY 2021 borrowing numbers and program attendance numbers are impacted by the pandemic, which led to physical library closures, the opening of the holds-only model at Central, and the move to virtual formats where possible.
- 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$12,395	$12,493	$13,007	$12,999	$13,649	$14,466	$14,459	$14,334	$14,758	$13,863
REV	$676	$710	$688	$649	$616	$607	$597	$401	$278	$296
NTS	$11,719	$11,783	$12,319	$12,350	$13,033	$13,859	$13,862	$13,933	$14,480	$13,567
FTEs	135.55	133.85	133.85	133.85	133.85	134.85	133.85	130.67	130.67	130.67

Fiscal Year	Description	FTEs
FY 2013	▪ The restoration of library branch hours reduced in FY 2010 and FY 2011 added 8.0 FTEs ($442,996).	8.0
	▪ Non-personnel expenses 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).	
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).	
	▪ 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.	

Fiscal Year	Description	FTEs
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).	
	▪ Removed 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 a filled Library Assistant II position that handled tasks associated with processing physical materials ($74,086).	(1.0)
	▪ Removed 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 a filled Infrastructure Support Specialist II position that provided computer assistance and support ($114,579).	(1.0)
	▪ Eliminated a filled Library Associate position that handled bill payment, invoicing, and assistance with contracts for the Materials Management Division ($76,545).	(1.0)
	▪ Eliminated a vacant Library Associate that managed the Talking Books program. ($72,053).	(0.7)
	▪ Eliminated a vacant Librarian position that managed the Library's electronic services database ($50,136).	(0.5)
	▪ Added on-going funding for materials ($300,000).	
	▪ Increased the annual expense for maintenance and replacement of County vehicles ($15,266).	
FY 2021	▪ Added funding for materials ($30,000 ongoing, $50,000 one-time).	
	▪ Fee revenue decreased due to eliminating overdue fines ($345,000), partially offset by higher projections in printing and copying fees ($5,000).	
	▪ Grant revenue increased due to an increase in the state's grant allocation ($10,987).	

DEPARTMENT OF PARKS AND RECREATION
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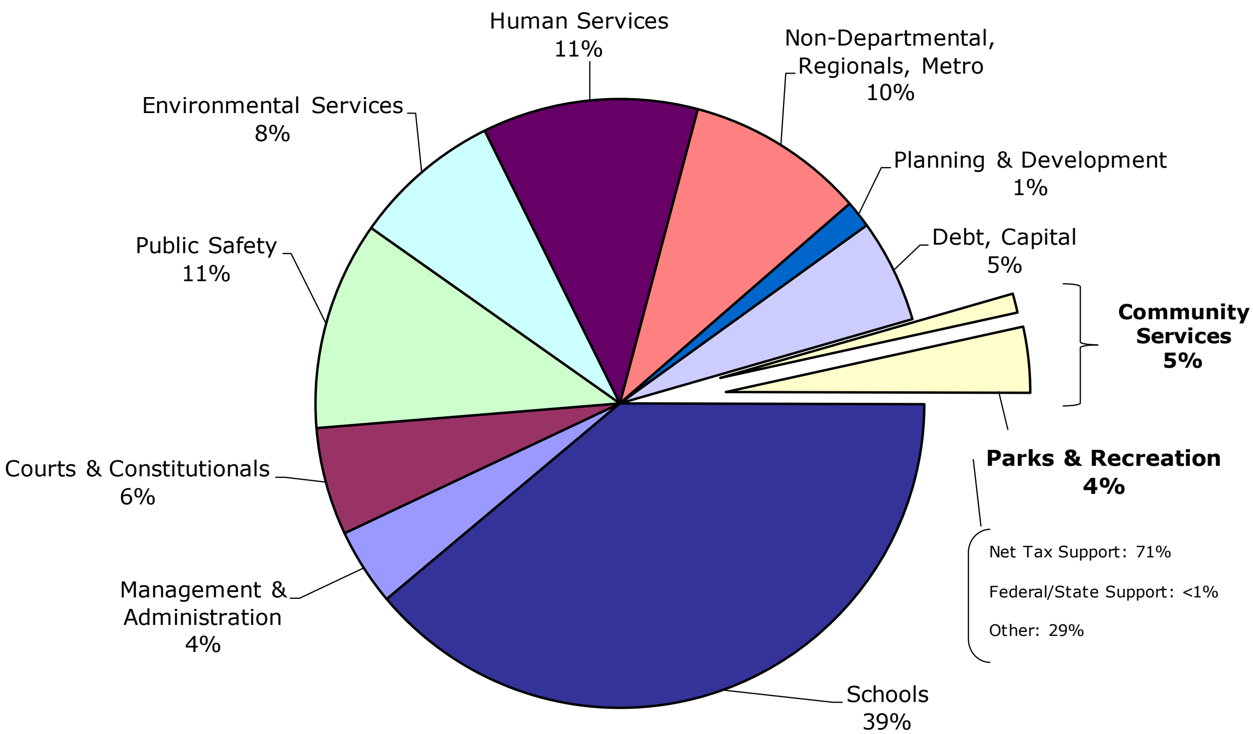
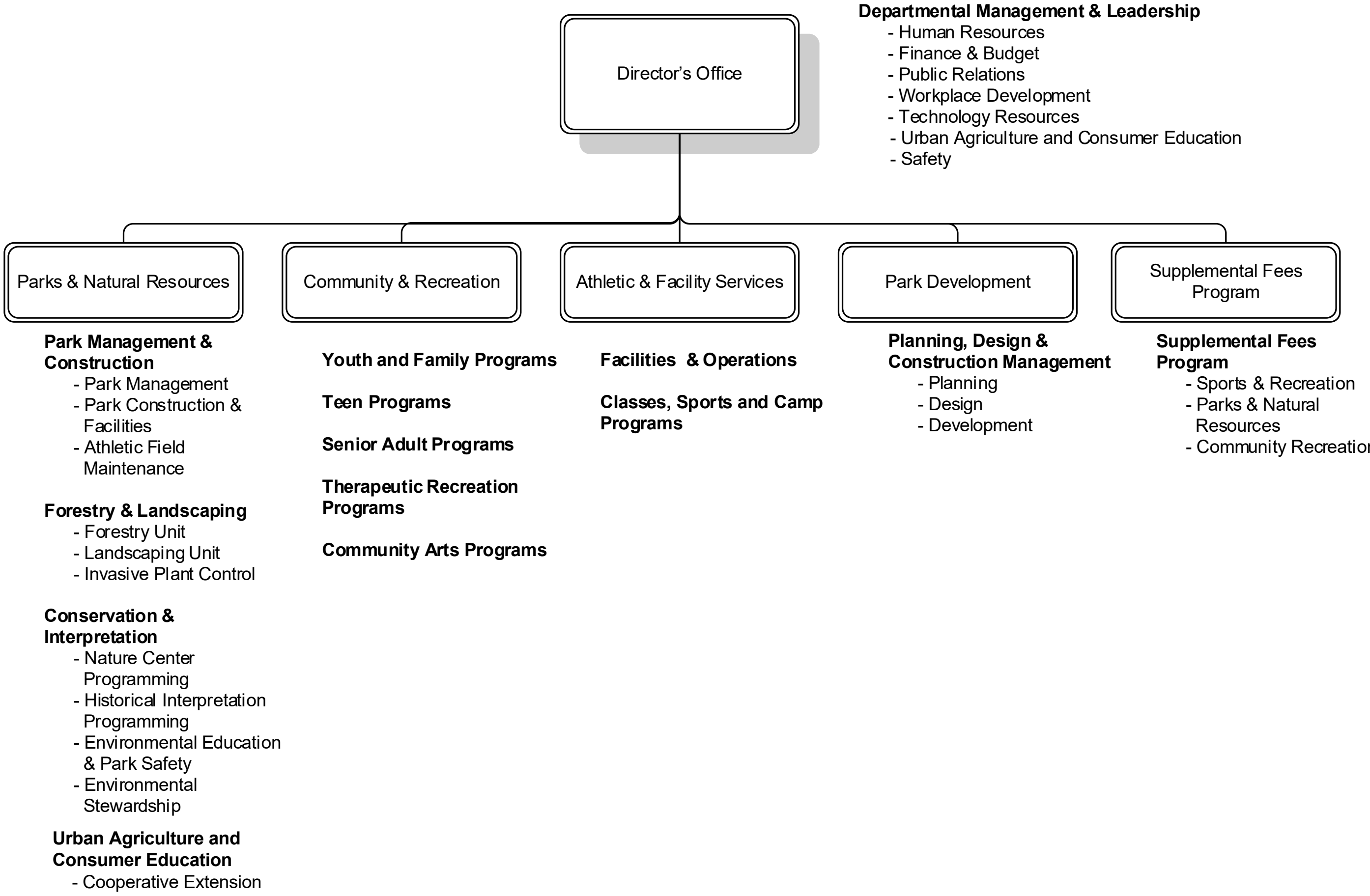
Our Mission: The Department of Parks and Recreation promotes wellness and vitality through dynamic programs and attractive public spaces.

FY 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Department of Parks and Recreation (DPR) is $47,582,643, a six percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ Personnel changes primarily due to the addition of 34.58 FTEs detailed below (20.26 permanent and 14.32 temporary), adjustments to salaries resulting from the proposed increase in the living wage from $15 to $17 per hour ($164,754), adjustments to salaries resulting from job family studies for trades and planner positions ($15,054), partially offset by lower retirement contributions based on current actuarial projections and the reductions itemized below. The FTE changes to permanent staffing are:
  - Addition of permanent and temporary staffing for the Long Bridge Aquatics & Fitness Facility scheduled to open July 2021 and funded by a donation from the Boeing company ($2,006,881, 16.00 permanent FTEs and 15.49 temporary FTEs).
  - Addition of temporary staffing support for Long Bridge Outdoor Operations ($63,501, 1.55 temporary FTEs).
  - Addition of a Facility Manager position and Assistant Facility Manager position for Lubber Run Community Center ($199,000, 2.0 permanent FTEs).
  - Convert two part-time permanent FTEs to full-time and add temporary staffing support to establish a full-day preschool at the Lubber Run ($102,000, 0.76 permanent FTEs and 0.70 temporary FTEs).

- Convert 1.49 temporary Kitchen Assistant FTEs to permanent positions ($38,000, 1.50 permanent FTEs).
- Decreases in revenue-producing programs due to changes in operations, participation, and programs (0.90 temporary FTEs).
- Elimination of one-time FY 2021 funding for Lee Center program operations ($100,000, 1.03 temporary FTEs).

↑ Non-personnel increases primarily due to reopening of the new Lubber Run Community Center and Park ($152,000 ongoing; $100,000 one-time), opening of the new Long Bridge Aquatics & Fitness Center ($990,777 ongoing; $285,000 one-time), Long Bridge Park operations ($130,000), new costs for ongoing maintenance associated with recent capital improvements for parks ($310,250), increases in contractual services for ongoing maintenance for athletic fields ($139,000), adjustments to the annual expense for maintenance and replacement of county vehicles ($1,164), and a variety of Departmental contractual increases ($45,615), partially offset by the reductions itemized below, the elimination of FY 2021 one-time maintenance and replacement of county vehicles ($55,000) and operating equipment ($30,000) for Long Bridge Park operations, decreases in revenue producing programs due to changes in operations, participation, and programs ($74,366), and the elimination of the Pool Use Fee transfer to APS ($130,000) offset by the pool use fee elimination listed below.

↑ Revenue increases primarily due to membership, class, and rental fees anticipated with the opening of Long Bridge Aquatics & Fitness Center ($1,243,200), addition of All-day Preschool and All-day Pre-school Extended Day ($89,200), increases in gymnastics and swim teams fee ($53,600), partially offset by the elimination of the Pool Use Fee for maintenance costs ($130,000); increases to the fee reduction budget ($45,000); decreases in community center and outdoor rentals ($80,000); and decrease in revenue-producing programs due to changes in operations, participation, and programs ($161,457).

↑ Other revenue increases due to a donation from the Boeing Company ($2,033,993) to support the maintenance and operations of Long Bridge Aquatics & Fitness Center.

FY 2022 Proposed Budget Reductions

Department of Management and Leadership

↓ Freeze a vacant DPR Program Manager position ($135,748, 1.0 permanent FTE).

IMPACT: This budget reduction will delay Department initiatives to streamline operations, improve how Departmental teams work together to improve effectiveness of operations and delivery of services, and support larger changes such as opening new facilities and ensuring staff are prepared.

↓ Eliminate the support for the Northern Virginia Conservation Trust (NVCT) ($90,159).

IMPACT: The elimination of this funding to NVCT will not have a direct impact on the provision of services to Arlington County residents.

↓ Reduce the support for the Virginia Cooperative Extension (VCE) ($63,682).

IMPACT: VCE will need to either identify new funding sources or adjust their current offerings within the decreased funding amount provided.

Parks and Natural Resources Division and Community Recreation Division

- ↓ Reduce level of temporary staff across the Parks and Natural Resources (PNR) and the Community Recreation Divisions (CRD) ($355,000, 7.39 temporary FTEs).

  IMPACT: During the COVID-19 pandemic, DPR has realized efficiencies as it has changed the way it delivers programs and maintains parks. Community Recreation will continue to offer its program with reduced temporary staffing without impacting the quality of programming for participants. Similarly, Parks and Natural Resources will continue operating with a minimum level temporary staff support for general park maintenance, leaf collection, and park ranger unit support. However, the County will need to monitor park maintenance depending on the level of park usage post-pandemic. There may be a future need for additional support to prevent a reduction in the level of service.

Senior Adult Programs

- ↓ Freeze a vacant DPR Programmer II position, which was planned to be reallocated within the Department to support enhanced camp coordination and programming for youth due to growing demands in that program area ($111,950, 1.0 permanent FTE).

  IMPACT: The 55+ Program will redistribute work within the team to minimize impact to program participants while the Youth team will postpone plans for enhanced programming.

Facilities Coordination and Operations

- ↓ Reduce level of temporary staff utilized by the Athletic and Facility Services (AFS) division in Community Centers ($200,000 ongoing, 4.03 temporary FTEs and $400,000 one-time, 8.07 temporary FTEs).

  IMPACT: The ongoing reduction of the level of temporary staff ($200,000) represents an efficiency. DPR will continue the new staffing model when community centers reopen; there will be no public impact. The one-time reduction of the level of temporary staff ($400,000) represents anticipated savings in FY 2022, as community centers will continue to operate more limited hours with 140 fewer hours of public access across all centers. The reduced hours in FY 2022 will impact DPR's ability to offer weekend classes through the Enjoy Arlington class catalog, restrict access to fitness centers, and reduce opportunities for weekend rentals for birthday parties, churches, and other organizations.

- ↓ The reduction of community center hours in FY 2022 will result in savings of utilities and custodial expenses ($33,847).

  IMPACT: This reduction is an efficiency with no impacts.

Supplemental Fees

- ↓ A reduction to the Right-Size Supplemental Fees Program budget is a realization of efficiencies in implementing the supplemental fees program ($44,157).

  IMPACT: There is no impact to programming or participants.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$29,467,931	$31,417,220	$32,682,017	4%
Non-Personnel	11,281,973	13,298,276	14,930,871	12%
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	40,749,904	44,685,251	47,582,643	6%
Fees	6,100,579	10,130,887	11,100,430	10%
Grants	95,499	75,264	75,264	-
Other	429,278	650,154	2,684,147	313%
Total Revenues	6,625,356	10,856,305	13,859,841	28%
Net Tax Support	$34,124,548	$33,828,946	$33,722,802	-
Permanent FTEs (Funded)	274.30	279.29	297.55	
Permanent FTEs (Frozen, Unfunded)	-	-	2.00	
Temporary FTEs	85.56	89.37	84.20	
Total Authorized FTEs	359.86	368.66	383.75	

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Expenses & Revenue by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Departmental Management and Leadership	$6,729,364	$7,747,950	$8,200,292	6%	($970,000)	$9,170,292
Cooperative Extension	248,777	257,178	194,402	-24%	14,870	179,532
Planning, Design, Construction Management	1,496,758	1,919,820	1,884,385	-2%	-	1,884,385
Park Management and Construction	9,398,713	9,968,196	10,360,971	4%	360,531	10,000,440
Forestry and Landscaping	3,365,940	3,537,289	3,511,088	-1%	98,000	3,413,088
Conservation and Interpretation	1,034,539	1,186,680	1,172,473	-1%	34,000	1,138,473
Youth and Family Programs	1,535,230	1,801,886	1,725,619	-4%	982,250	743,369
Teen Programs	1,074,066	1,077,663	874,020	-19%	90,675	783,345
Senior Adult Programs	1,654,950	1,918,692	1,861,279	-3%	221,277	1,640,002
Therapeutic Recreation Programs	762,385	786,586	758,690	-4%	20,732	737,958
Program Resources	699,045	789,741	776,954	-2%	180,000	596,954
Facilities Coordination and Operations	5,701,399	6,143,922	9,176,901	49%	4,761,816	4,415,085
Classes, Sports, and Camps	1,176,371	1,417,543	1,156,177	-18%	1,136,000	20,177
Supplemental Fees	5,872,367	6,132,105	5,929,392	-3%	6,929,690	(1,000,298)
Total	**$40,749,904**	**$44,685,251**	**$47,582,643**	**6%**	**$13,859,841**	**$33,722,802**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Departmental Management and Leadership*	39.09	42.00	0.09	42.09
Cooperative Extension	1.00	1.00	0.00	1.00
Planning, Design, and Construction Management	22.00	22.00	0.00	22.00
Park Management and Construction*	74.33	63.00	8.66	71.66
Forestry and Landscaping*	30.77	29.00	1.54	30.54
Conservation and Interpretation*	12.13	11.00	0.91	11.91
Youth and Family Programs*	21.54	12.98	8.51	21.49
Teen Programs*	13.13	6.00	4.82	10.82
Senior Adult Programs*	18.73	16.07	2.68	18.75
Therapeutic Recreation Programs*	9.99	6.00	3.86	9.86
Program Resources*	8.67	5.50	2.72	8.22
Facilities Coordination and Operations*	65.15	52.00	33.08	85.08
Classes, Sports, and Camps*	6.20	4.00	0.20	4.20
Supplemental Fees*	45.93	29.00	17.13	46.13
Total	**368.66**	**299.55**	**84.20**	**383.75**

*FY 2021 Adopted FTE count includes temporary FTEs: Departmental Management and Leadership (0.09 FTE), Park Management and Construction (11.33 FTEs), Forestry and Landscaping (1.77 FTEs), Conservation and Interpretation (1.13 FTEs), Youth and Family Programs (8.32 FTEs), Teen Programs (6.13 FTEs), Senior Adult Programs (5.16 FTEs), Therapeutic Recreation Programs (3.99 FTEs), Program Resources (3.17 FTEs), Facilities Coordination and Operations (30.15 FTEs), Classes, Sports, and Camps (0.20 FTE), and Supplemental Fees (17.93 FTEs). Temporary FTES are reorganized among lines of business in the FY 2022 proposed budget.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Departmental Management and Leadership

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
$ (In millions)/% of Department Budgeted Net Tax Support Expended	$30.1/ 99%	$30.0 / 96%	$31.6/ 99%	$34.1/ 100%	$32.8/ 97%	$33.7/ 100%
$ (In millions)/% of Department Total Revenue Goal Reached	$9.9/ 102%	$10.4/ 101%	$10.3/ 100%	$6.6/ 64%	$3.0/ 28%	$13.9/ 100%
$ /# of Individuals Using Income-Based Fee Reductions	$807,018 /2,697	$925,074 / 2,811	$959,646 /3,089	$496,710 /2,617	$200,000/ 1,000	$1,123,000 /3,500

- The Department is continuing to review 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Permanent FTE Positions	255.00	280.11	274.81	274.30	279.29	297.55
DPR Permanent Employee Turnover Rate	5.5%	7.9%	8.8%	8.15%	8.0%	8.0%

- The increase in the FY 2018 actuals is due to temporary FTEs converted to permanent FTEs.
- The decrease in the FY 2019 and FY 2020 is due to budget reductions.
- Employee turnover can be impacted by changes to staffing.

Public Relations

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of visits to DPR website per quarter	451,966	457,375	498,975	429,470	500,000	510,000
E-news subscribers	59,400	86,724	118,609	126,576	130,000	135,000
Number of applicants interested in holding a County-wide special event	236	240	237	189	150	200

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Facebook Fans	10,177	11,272	12,630	13,007	14,000	14,500
Twitter Followers	3,954	4,364	4,801	5,412	5,700	5,900

- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of lost time injuries	3	7	5	6	3	3
Number of OSHA recordable injuries	20	29	40	16	8	8

- The decrease in lost time injuries can be attributed to the department’s commitment to park and recreation program and facility safety.
- The decrease 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.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Volunteer Development

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of Department volunteers	11,873	9,828	9,588	4,275	1,500	6,000

- The total number of volunteers is an actual count of participation across the department and may be duplicated if volunteers provided service in more than one line of business.
- 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 decrease in the volunteer program in FY 2020 is due to COVID-19 guidance, DPR expects the number of volunteers to remain lower through FY 2022 as programming resumes operations.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of youth volunteers rating overall satisfaction with volunteer experience as "good to excellent"	92%	83%	92%	N/A	93%	93%

Class, Camp, and Supplemental Program Registration

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
RecTrac Resident Program registrations	61,882	66,480	60,260	50,010	30,000	60,000
Percent of program registration completed via web	72%	72%	74%	73%	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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

County's Urban Agriculture Initiative

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of community garden plot holders	300	378	379	381	385	390
Number of farmers markets	9	11	9	8	9	9

- 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 2019, an additional half-plot was created in the Barton Community Garden by clearing dead trees.
- In FY 2020, two plots were added to the Key Community Garden by moving the common space. An increase in plots is expected continue as larger plots are being split in two as they become available.
- In FY 2018, the Arlington Mill Farmers Market reopened along with a new market was at Lubber Run. In FY 2019, the Arlington Mill and Clarendon Farmers Markets closed. The Marymount Farmers Market closed March 2020 due to COVID-19 related to campus closures, but it is expected to reopen at some point in FY 2021.

Virginia Cooperative Extension Programs 4-H Program

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
4-H program: Total Participants	2,754	2,556	2,580	1,950	2,000	2,300
4-H: Camping Participants	61	63	54	82	60	60

- In FY 2020, the VCE 4-H Camp was held virtually and hosted 82 participants.

URBAN AGRICULTURE AND CONSUMER EDUCATION

Family and Consumer Education

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of participants/percent surveyed who gained money management, energy, efficiency, and nutrition knowledge and skills through programs	14,388/ 100%	16,016/ 100%	11,500/ 95%	8,900/ 95%	10,000/ 95%	11,000/ 98%
Percent of participants rating quality of service as "excellent or good"	99%	99%	99%	99%	99%	99%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Family and consumer education information seekers	23,632	24,082	11,587	13,811	13,000	13,000

- 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 in FY 2019 and FY 2020.

Agriculture and Natural Resources

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of customers rating quality of service as "good to excellent"	97%	98%	98%	98%	98%	98%
Percent of participants surveyed who adopted one or more recommended practices	89%	90%	88%	88%	90%	90%
Number of active volunteers trained in urban agriculture, sustainable landscape, and natural resource best management practices.	519	510	542	410	487	500

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Citizens seeking information	46,560	47,100	47,270	50,665	54,000	54,000
Number of participants surveyed who gained knowledge and skills through programs	15,887	15,445	14,560	9,956	12,000	12,000

- In FY 2020, 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 and Bridge 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Capital Park Bond and PAYG Project Expenditures ($000's)	$7,168	$12,379	$23,987	$45,170	$40,000	$22,000
Capital Projects in Design and Construction	26	27	25	22	20	24

- Actual and projected increases in expenditures in FY 2019 through FY 2022 are attributable to several large-scale projects including Long Bridge Aquatics & Fitness Center and Mosaic Park, both of which are expected to be completed in FY 2021. Other large-scale projects that impact spending projections from FY 2019 through FY 2022 are Jennie Dean Park and Rosslyn Highlands Plus -Western Rosslyn Area Planning Study (WRAPS).

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Park Construction and Facilities

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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)	18	12	17	18	18	18
Number of lighted athletic field/court locations with bulbs replaced due to failure outside of regular maintenance cycle (Goal= 0)	10	2	10	8	0	0
Number/% of DPR-operated playgrounds receiving the mandated 2 certified safety inspections per year (Goal=83/100%)	N/A	83/100%	83/100%	83/100%	83/100%	83/100%

PARK MANAGEMENT AND CONSTRUCTION

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of tennis/basketball courts repainted / maintained/ resealed on recommended five-year cycle (Goal =27/5-year Cycle)	22	11	17	16	18	18

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of tennis/basketball courts closed due to disrepair or unsafe playing surfaces (Goal=0)	N/A	0	1	1	0	0
Number of park shelters and restrooms with preventive maintenance performed annually (Goal=13/4-Year Cycle)	7	7	7	10	13	13
Number of park shelters or restrooms temporarily closed due to unanticipated maintenance issues annually (Goal=0)	1	3	1	0	0	0
Percent of restrooms meeting daily and periodic standards of cleanliness and operability over the highest use periods (March-November)	93%	93%	93%	80%	95%	95%

- 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 2020, DPR maintained 16 courts, slightly lower than anticipated due to reduced staffing levels related to COVID-19 impacts.
- DPR maintains 34 restrooms and 35 shelters and is currently averaging a 7-year maintenance cycle.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
The number of refuse cans serviced per week (April through October)	2,928	2,928	2,940	2,928	2,928	2,928
The number of tons of recycling collected per year	22	23	25	32	33	33
The number of tons of refuse collected per year	529	480	498	488	512	500

- 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.
- The change in the number of tons of recycling collected in FY 2020 was due to the increased usage of trails and outdoor spaces due to COVID-19; this trend is expected to continue over the next two years.

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.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of Diamond **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of 66% turf coverage	76%	85%	88%	90%	95%	100%
Percent of Rectangle **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of 66% turf coverage	68%	76%	89%	88%	95%	100%
Percent of Combination **Grass** Athletic Fields Maintained to Arlington Maintenance Goal of 66% turf coverage	N/A	67%	78%	80%	89%	100%

- The table above demonstrates what percentage of fields received the full level of nutrient management and general maintenance within the available funding. In FY 2020, the County Board added $139,000 in new ongoing funding an increase over the $320,000 base available funding, resulting in more investment up to the baseline levels for future years. In addition, field conditions improved in FY 2020 due to COVID related closures during the fourth quarter of FY 2020.
- As of FY 2017, a majority of 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.

PARK MANAGEMENT AND CONSTRUCTION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Grass Diamond Athletic Fields Unavailable for All or Part of the Year (# of fields unavailable/total fields)	2/35	0/35	3/35	1/35	1/35	1/35
Number of Grass Rectangle Athletic Unavailable for All or Part of the Year (# of fields unavailable/total fields)	1/25	0/25	0/25	0/25	0/25	1/25
Number of Grass Combination Athletic Unavailable for All or Part of the Year (# of fields unavailable/total fields)	0/19	0/19	0/19	0/19	0/19	0/19

FORESTRY AND LANDSCAPING

PROGRAM MISSION

To manage, maintain, enhance, and protect the County's urban forests, natural, and landscaped areas.

Forestry Unit

- Perform tree maintenance, tree planting, high risk tree and branch removal, and technical assessments of trees in County parks, street rights-of-way, and open spaces.
- Implement strategies for staff, volunteers, and residents to conserve 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 and other regulations pertaining to tree protection and planting
- Plant trees on County property and rights-of-way.

Landscaping Unit

- Install and maintain landscaping in parks, street islands, and on the grounds of community centers.
- Maintain and improve the aesthetic appearance of garden areas for the beautification of Arlington County.
- Implement strategies to improve cultural practices for landscape beds, ornamental trees, shrubs, and bio retention areas to maintain health of plant material.
- Work with volunteers to encourage gardening and stewardship.
- Encourage the use of native species in garden design.

Natural Resources Management Unit

- Combine volunteer, staff, and contractor resources to help control invasive plants on County property.

Environmental Stewardship

- Implement recommendations from the Natural Resources Management Plan.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Forestry Unit

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Street Trees Planted by the County/Trees Removed/Net Gain (Loss)	870/ 558/ 312	906/ 755/ 151	824/ 896/ (72)	908/ 886/ 22	900/ 820/ 80	900/ 840/ 60

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average Pruning Cycle Rate for Street Trees (Goal =5 years)	16.2	16.5	16.3	14.0	16.3	16.3
Number of Site Plans Reviewed for Tree Impacts during Construction and Development	1,015	1,195	1,388	1,198	1,200	1,200
Number of Trees Distributed to Public through Tree Distribution and Tree Canopy Fund Programs	481	656	820	708	800	800
Number/Percent of Street Trees Pruned Annually	1,201/6%	1,183/6%	1,223/6%	1,386/7%	1,200/6%	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 2020, the street tree net gain was lower than anticipated due to impacts from the drought in CY 2019. Continued impacts from tree removals are anticipated in the following years and will require an increase in the number of plantings, watering, and preventive maintenance 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.
- 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.
- 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.
- The contract costs for tree planting increased, however the budget has stayed the same resulting in fewer projected tree plantings for FY 2022.

Landscaping Unit

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total square footage of landscape beds maintained by DPR's landscape unit	432,523	443,750	458,900	471,380	539,204	570,988
Percent of landscaping maintained according to Department standards (Goal = 100%)	80%	72%	67%	83%	85%	87%

- The landscape inventory is continuously updated in DPR's work order management system as renovations occur. Each landscape bed is measured, maintenance expectations are identified, and each bed is assigned a Priority Level. There are four (4) Priority Level maintenance standards defined. They are based on visibility, visitation, complexity, historic importance, cultural needs and allocation of available maintenance resources. Priority levels are updated annually based on our maintenance experiences at each site. DPR's work order management system implemented in FY 2018 has allowed for more accurate tracking of landscaping maintenance.

- Landscape performance is judged on many factors including appropriateness of plant varieties, layout of the landscape beds, plant vitality, level of grooming, removal/replacement of dead plants, debris removal, aesthetic appearance, minimal weeds, and appropriate levels of mulching
- In FY 2020, new and renovated landscape areas at Oakland, Madison Manor, and the re-adoption of Gateway park were brought online. In FY 2021, new landscape areas expected to come online include Zitkala-Ša Park, Jennie Dean, Short Bridge, Long Bridge, Mosaic, Lubber Run, Edison and Benjamin Banneker. In FY 2022, new landscape areas expected include Alcova Heights, Towers, and Marcey Road.
- The largest number of landscape beds coming online are listed for FY 2021 above and the change in total square footage of landscape beds reflects that from FY 2020 to FY 2021 with an increase of 10,000 square feet. In FY 2022, there are less new landscape areas coming online therefore, a modest increase is only expected at 200 square feet.

Invasive Plant Control

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of acres "actively managed" for invasive plant control as part of the 10-year plan	168	164	155	176	176	176
Number of acres in 10-year plan that are being managed at "maintenance level"	51	74	104	105	105	105

- In FY 2012, a 10-year plan to focus on invasive plant control efforts in ecologically significant areas was initiated.
- "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.
- Acreage values will not change significantly until FY 2023 when several parks are expected to transition to "maintenance level" as active management is completed. Three other programs contribute additional "actively managed" acres:
  - 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.
  - The Neighborhood Conservation (NC) program also engages in "actively managing" invasive plant control in neighborhood sites. The current NC plan for FY 2011 to 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 (FY 2022 to FY 2024).

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, natural and cultural interpretative programs, camps, and special events at Gulf Branch and Long Branch Nature Centers and parks throughout the County 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Nature Center and Historical Interpretation Programming

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of participants in Environmental Awareness Activities reporting increased awareness of Arlington's natural resources	96%	91%	97%	94%	94%	94%
Percent of participants in Environmental and Cultural Awareness Activities reporting a satisfaction level of "good" or "high" with programming services	95%	98%	89%	98%	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Visitors (Annually) at Long Branch and Gulf Branch Nature Centers	20,612	21,092	20,866	14,565	12,000	21,000
Number of Participants in Environmental Awareness Activities Both at Nature Centers and in the Community	16,270	18,307	19,557	13,628	15,000	17,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Participants in Cultural Awareness Activities Both at Fort C.F. Smith and in the Community	3,188	3,501	3,652	1,369	2,500	2,500

Environmental Education and Park Safety

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Park Safe issuances, incidents, graffiti, animal violations, alcohol, and disruptive behaviors.	1,576	1,578	1,592	1,451	1,525	1,575

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of customers rating the quality of services at fitness facilities “good to excellent”	91%	N/A	93%	93%	93%	94%
Percent of users surveyed reporting quality customer service throughout the **reservation** and onsite process	85%	98%	97%	93%	93%	94%
Percent of users surveyed reporting quality customer service throughout the **registration** and onsite process	N/A	N/A	85%	84%	85%	85%
Call Center annual volume - calls handled	N/A	N/A	24,968	22,429	22,000	27,000

FACILITIES & OPERATIONS

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Call Center annual volume - English handled	N/A	N/A	24,022	21,825	21,000	24,000
Call Center annual volume - other languages handled	N/A	N/A	964	604	1,500	1,500
Number of DPR fitness memberships issued	3,067	3,176	3,303	3,973	3,000	4,000
Total hours reserved in community center rooms	155,740	154,078	152,847	117,895	35,000	154,000

- In March 2020, DPR suspended all programs and indoor facilities due to COVID-19 guidance. The division processed over $2.5 million in refunds for spring 2020 cancellations in sports programs, Enjoy Arlington classes, competitive teams, and summer camp. In FY 2021, DPR limited community center hours for fitness use.
- The number of DPR fitness memberships issued for the fiscal year includes full year and partial year memberships for unique individuals. 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 nine fitness centers. DPR anticipates that the improvements made will continue to increase customer satisfaction and fitness center usage.
- DPR delayed the opening of both Lubber Run Community Center and Long Bridge Aquatics & Fitness Center from FY 2021 to FY 2022.

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 was delayed throughout 2020 due to the COVID-19 pandemic. The public engagement process began in winter 2021. Staff anticipate reporting new performance measures, and field capacity data in 2022.

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 2017 Actual**	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Estimate**	**FY 2022 Estimate**
Hours Reserved on **Grass** Athletic Fields (Diamond, Rectangle, and Combination Fields)	63,788	61,557	54,809	29,306	50,000	50,000
Hours Reserved on Open **Grass** Practice Level Fields	5,670	3,894	2,944	1,425	1,400	1,400
Hours Reserved on **Synthetic** Athletic Fields (Diamond and Rectangle)	22,294	20,194	19,813	13,978	15,000	20,000
Total Number of **Grass** Combination Athletic Fields Scheduled in **Excess** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	14/78%	7/39%	8/42%	2/12%	2/12%	7/41%

Supporting Measures	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Estimate**	**FY 2022 Estimate**
Total Number of **Grass** Diamond Athletic Fields Scheduled in **Excess** of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	16/48%	16/48%	17/50%	0/0%	16/50%	16/50%
Total Number of **Grass** Rectangle Athletic Fields Scheduled in **Excess** of Arlington Maintenance Goal/percent of All Fields (Goal = 0%)	2/18%	4/17%	6/23%	0/0%	2/8%	2/8%

- 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. In FY 2019, a sustained decline in reserved hours was due to continued turf replacement at Long Bridge and Barcroft Field #6.
- From March 2020 through June 2020, athletic fields were closed due to COVID-19 guidance therefore reducing reserved hours in all fields. DPR anticipates some decline in field use for FY 2021 due to organizations not running at full capacity and rental organizations not hosting events due to COVID-19.
- Overall grass field reservations are projected to exceed the total number of hours prescribed by the Arlington Maintenance Goal beyond FY 2020 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. FY 2020 data represents eight (8) months of field use prior to closing in March 2020, fields were under scheduled in comparison to other years.
- In FY 2020, Barcroft Field 6, Madison Manor Park, and Benjamin Banneker Park were closed for park renovations and/or field replacement.
- In FY 2021, the Gunston Bubble will be replaced.

- In FY 2022, VA Highlands rectangular field synthetic replacement is scheduled and the fields at Jennie Dean Park and are expected to remain closed for park renovation until FY 2022.
- 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 necessary. The number of open grass practice fields available for scheduling reflects a decline in FY 2018 and future years due to 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.

PERFORMANCE MEASURES

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Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of parent/guardian rating overall satisfaction with Youth and Family Programs as "good to excellent"	N/A	98%	98%	100%	98%	98%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of DPR cooperative playgroup enrollments	429	414	399	278	96	410
Number of DPR preschool enrollments	138	133	136	143	88	145
Number of Out of School Time (OST) Program total enrollments (includes break blast & holiday)	360	302	525	363	40	525
Overall satisfaction of OST School Year programs (Break Blast & Holiday)	98%	97%	100%	100%	99%	99%

- The DPR Cooperative Playgroup program is normally scheduled for 16-week sessions three times per year at Madison, Langston, and Fairlington Community Centers.
- FY 2019 actuals for Out of School Time (OST) programs enrollment reflect the increased capacity as a result of increased program offerings for Break Blast, Winter Camps, and Spring Break Camps. The OST programs reached 100 percent of the increased capacity in FY 2019.
- Due to COVID-19, all youth and family fee-based programs suspended operations as of March 2020 resulting in reduced program enrollment and participation. In lieu of regular program schedules, DPR offered both programs in the park and virtual programming.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of participants demonstrating leadership and engagement in community	99%	100%	100%	100%	100%	100%
Percent of youth participants demonstrating positive pro-social behavior while engaged in inter-agency program collaborations	99%	99%	99%	98%	100%	100%
Percent of youth reporting overall program satisfaction as "good to excellent"	99%	99%	99%	99%	100%	100%
Number of participants served in registered Out of School Time (OST) programs	939	957	1,045	907	350	1,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of visits to programs	37,500	42,000	46,500	4,100	2,700	46,500
Number of times teens participated in Civic Engagement opportunities	256	378	427	345	55	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, and the T-MAD program.
- Out of School Time (OST) programs provide structured recreational opportunities when schools are not in session.

- The number of visits to programs is not a unique estimated count. One teen could be counted multiple times depending on the number of times they participated. The actual participant numbers for FY 2017 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, 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 from the calculation. The increase from FY 2017 to FY 2019 reflects the growing civic engagement opportunities for teens participating in the T-MAD program.
- Due to COVID-19, all teen fee-based programs suspended operations as of March 2020. In lieu of regular program schedules, DPR offered both programs in the park and virtual programming.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	6,442	6,675	6,905	5,616	3,500	7,000
Percent of registered participants who report they are better able to follow a healthy lifestyle due to their participation	91%	93%	91%	90%	91%	91%
Percent of registered participants who report they value social contact with people in the programs	89%	89%	88%	92%	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"	96%	94%	94%	98%	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Meals served at congregate senior nutrition sites	11,565	12,452	12,991	11,867	11,000	13,800
Number of day trips per month	15	17	16	15	0	15
Number of individuals registered with a 55+ Gold Pass with the Office for Senior Adult Programs	3,287	3,515	3,795	3,185	500	3,500
Number of individuals registered with a Base Pass with the Office for Senior Adult Programs	3,155	3,204	3,119	2,431	3,000	3,500

SENIOR ADULT PROGRAMS

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of registered participants who report the activities lift their spirits	93%	93%	93%	95%	95%	95%
Percent of registered participants who report they exercise more due to their participation	82%	87%	86%	81%	83%	83%
Percent of senior fitness participants reporting their participation enhances their strength and energy	91%	92%	89%	90%	92%	92%
Volunteer hours for the senior adult travel program	3,358	3,777	3,481	2,713	150	3,000

- The Office of 55+ Programs began offering two membership options: the Base Pass providing access to all 55+ programs and classes and the Gold Pass, which adds unlimited fitness visits to all DPR fitness facilities in the County.
- The Social 60+ Cafe program participation increased from FY 2016 levels; this trend continued until FY 2020 due to COVID-19 related closures. Starting in March 2020, the program transitioned to home meal deliveries.
- Each year, the average number of senior day trips per month is 15. Due to state guidance on COVID-19, all in-person trips were suspended for FY 2021.
- Volunteer hours vary from year to year due to the variety of trip options offered and the average number of trips per month. Although trips were canceled in FY 2021, volunteers assisted with the virtual travel programs.
- Due to COVID-19, all senior adult fee-based programs suspended operations as of March 2020. In lieu of regular program schedules, DPR offered both programs in the park and virtual programming.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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%	81%	N/A	88%	80%	81%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of adults (18+) with disabilities served in general recreation programs with **support** from TR	17	24	20	20	15	20
Number of adults (18+) with disabilities served in specialized TR programs and classes	123	113	135	135	101	120
Number of youth (under age 18) with disabilities served in general recreation programs with **support** from TR	297	329	376	176	132	330
Number of youth (under age 18) with disabilities served in specialized TR programs and classes	170	222	157	119	90	150

THERAPEUTIC RECREATION PROGRAMS

- Support from TR staff in general recreation 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 general recreation inclusion programs. The increase in inclusion services continued in FY 2019 due to additional marketing efforts and additional participants requesting 1:1 inclusion support.
- The number of youths 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 more participants requesting 1:1 inclusion support over specialized TR programs.
- In FY 2020, participation in TR general recreation and specialized programs decreased due to suspension of services in compliance with state guidance on COVID-19. In lieu of regular program schedules, DPR offered both programs in the park and virtual programming.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cumulative number of non-unique participants provided activities through the lending program	50,553	56,607	64,960	53,675	25,000	65,000
Cumulative number of participants served through specialty visits	18,291	9,156	10,166	9,391	8,000	10,000
Number of arts specialty visits	294	291	313	299	200	315
Number of kits loaned by the lending library to programs	1,072	1,222	1,388	1,100	1,000	1,400

- FY 2017 through FY 2019 had an increase in activities provided through the lending program as a result of more 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. This measure indicates "units of service" (activities) as opposed to unique individuals.
- Due to COVID-19, all community arts fee-based programs suspended operations as of March 2020. In lieu of regular program schedules, DPR offered both programs in the park and virtual programming including take-home art kits.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of parents reporting that their child experienced personal growth and development by participating in County sponsored sports programs	97%	97%	95%	94%	95%	95%
Overall quality of County Administered Sports Programs (Adult)	94%	96%	97%	97%	97%	97%
Overall satisfaction with Personal Training program	N/A	N/A	97%	94%	95%	95%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of partner groups	14	14	14	16	16	16
Number of registrations in adult sport leagues	12,043	11,414	10,459	5,133	5,000	10,000
Number of registrations in youth sports leagues	32,521	33,326	33,376	20,025	15,000	34,000

- In March 2020, DPR suspended all programs and closed facilities. The cancellations included: summer camp program, spring and summer class programs, competitive team programs, and sport leagues. FY 2021 has provided opportunities for DPR to administer outdoor programs. The outdoor programs include Enjoy Arlington classes, adult sport programs, DPR's youth flag football – now including a winter season, and a pilot outdoor youth 3v3 basketball program.

- 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. In FY 2020, Arlington Youth Field Hockey and Old Guys Soccer League became partner groups.
- 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.

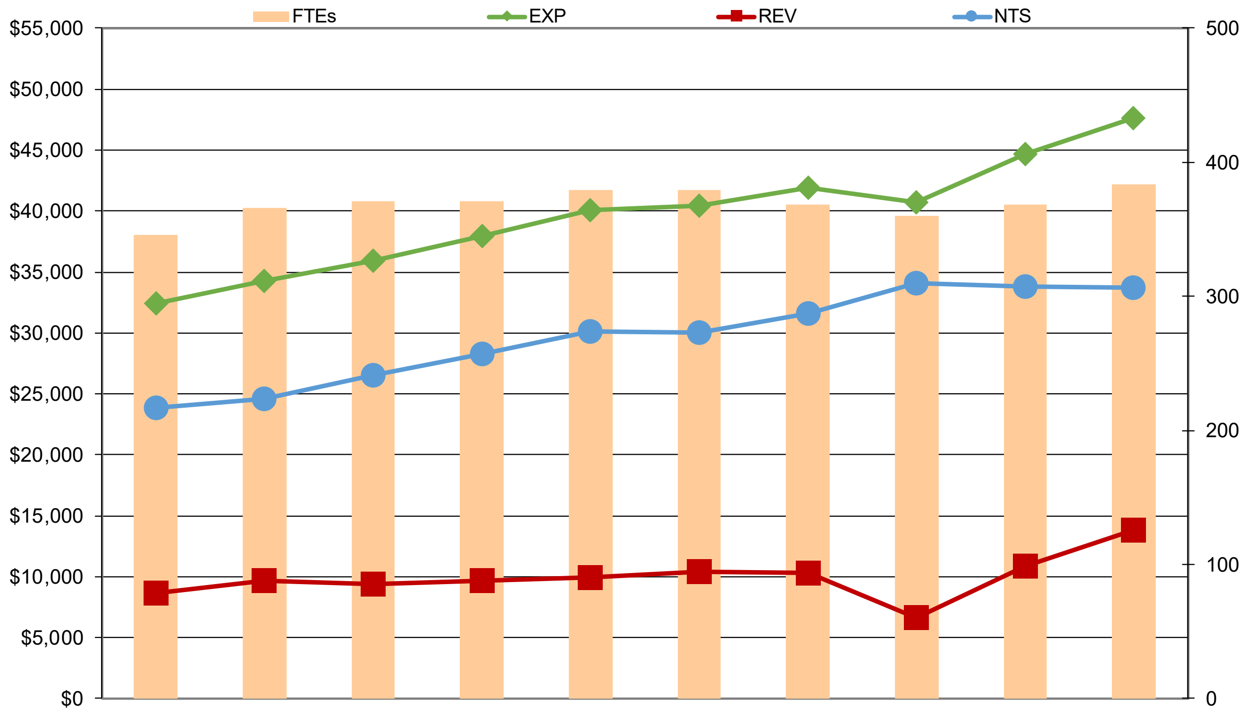
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of parents/guardians rating overall satisfaction as "good to excellent" with DPR camps	97%	97%	96%	N/A	97%	97%
Percent of customers reporting overall satisfaction of experience with DPR Enjoy Arlington classes as "good to excellent"	97%	93%	93%	97%	97%	97%
Number of Enjoy Arlington Classes Offered	N/A	N/A	4,496	3,163	1,000	4,500
Total number of Enjoy registrations	N/A	N/A	32,116	21,859	18,000	33,000
Percent of Enjoy Classes filled to maximum capacity	N/A	N/A	48%	44%	50%	50%

- In FY 2019, three new measures were added for Enjoy Arlington Class offerings, registrations and maximum capacity. Enjoy Arlington Classes are class programs for all ages. They include sports, dance, music, swimming, fitness, and science.
- Due to COVID-19, all fee-based programs suspended operations as of March 2020. In lieu of regular program schedules, DPR offered both programs in the park and virtual programming.

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



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$32,469	$34,273	$35,939	$37,974	$40,082	$40,416	$41,866	$40,750	$44,685	$47,583
REV	$8,616	$9,672	$9,430	$9,706	$9,931	$10,421	$10,294	$6,625	$10,856	$13,860
NTS	$23,853	$24,601	$26,509	$28,268	$30,151	$29,995	$31,571	$34,125	$33,829	$33,723
FTEs	345.91	365.86	371.22	370.91	379.04	379.07	368.14	359.86	368.66	383.75

Fiscal Year	Description	FTEs
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 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).	

Fiscal Year	Description	FTEs
	▪ 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) 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	

Fiscal Year	Description	FTEs
	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) 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).	

Fiscal Year	Description	FTEs
	▪ Removed FY 2014 one-time funding for Arlington Mill Community Center ($108,244).	
	▪ Removed FY 2014 one-time funding for Elementary Summer Express ($10,824 personnel; $1,600 non-personnel; $2,437 revenue), Gunston Tot Camps ($12,291 personnel; $960 non-personnel; $7,659 revenue), Summer Street Theater Program ($500 personnel; $11,500 non-personnel), Tyrol Hills Park Evening programs ($4,533 personnel; $300 non-personnel), Teen Program after school director ($24,000 personnel), Junior Jam Camps at Barcroft Center and Woodbury Park ($13,700 personnel; $5,750 non-personnel; $600 revenue), Woodbury Park Teen Club ($7,900 personnel; $400 non-personnel), Senior Art Club ($19,185 personnel); Therapeutic Recreation Winter and Spring Break Camps ($7,468 personnel; $490 non-personnel; $2,756 revenue).	(2.77)
	▪ Decreased fee revenues to capture the reduction in revenue associated with special events fee reductions ($30,000).	
	▪ Increased fee revenues for various programs based on actual revenues received in prior years ($20,478).	
	▪ Added expenses and revenue related to increasing capacity in pavilion rental ($3,151 non-personnel; $3,707 revenue).	
	▪ Adjusted expenses and revenues to fully capture County mowing expenses ($89,000 non-personnel; $89,000 revenue) and services to the County Fair Board ($30,000 non-personnel; $30,000 revenue).	
	▪ Added expenses and revenue related to an increase in site survey revenue based on actual revenue received during previous years ($11,585 non-personnel; $11,585 revenue).	
	▪ Added ongoing funding for management of urban agricultural initiatives ($100,000), approved during FY 2013, with corresponding operating expenses ($15,000).	
	▪ Added expenses and fee revenue related to increasing capacity in environmental camps ($2,804 non-personnel; $3,299 revenue).	
	▪ Added expenses and fee revenue related to increasing capacity in community center and outdoor facility rental ($154,955 personnel; $182,300 revenue).	3.34
	▪ Added expenses and fee revenue related to increasing capacity in senior adult programs ($177,169 non-personnel; $180,708 revenue).	
	▪ Added expenses and fee revenue related to increasing capacity in art camps ($16,728 personnel; $19,680 revenue).	0.38
	▪ Adjustment to fully capture sports programming within that line of business ($405,100 non-personnel; $483,070 revenue).	
	▪ Added expenses and fee revenue related to vending fees for the Fit Arlington initiative ($1,500 non-personnel; $1,500 revenue).	
	▪ 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	4.41

Fiscal Year	Description	FTEs
	revenue).	
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).	
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	1.01

Fiscal Year	Description	FTEs
	non-personnel; $68,564 revenue).	
	▪ 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.	
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	(1.05)

Fiscal Year	Description	FTEs
	temporary FTEs to 11.22 permanent FTEs; $261,955 revenue).	
	▪ 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 ($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	

Fiscal Year	Description	FTEs
	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 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	(2.32)

Fiscal Year	Description	FTEs
	vacant temporary FTEs).	
	▪ 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).	
	▪ *The County Board added a Principal Planner and Associated Planner to support increases in Amazon and ancillary development activities.*	*2.00*
	▪ *The County Board added funds for field maintenance ($139,426).*	
FY 2021	▪ Added temporary staff to support outdoor operations for Lubber Run Community Center ($11,680). Non-personnel increased to maintain Lubber Run Community Center and Park as the facility's opening has been delayed until FY 2022 ($87,000 ongoing).	0.175
	▪ Added temporary staff to support Long Bridge Park Outdoor Operations ($63,501). Non-personnel increased primarily due to the opening of Long Bridge Park Outdoor facility ($130,000), one-time equipment ($55,000) and maintenance costs ($30,000) and the Long Bridge Aquatics & Fitness Center ($174,223). Increased revenue from donation from the Boeing Company to support the maintenance and operations of the Long Bridge Aquatics & Fitness Center ($399,623).	4.40
	▪ Added general fund support for Planner positions previously funded by capital projects ($240,000).	

Fiscal Year	Description	FTEs
	▪ Realigned funds to establish two additional Roving Monitor positions to provide on-site supervision and communication for outdoor facilities and indoor programs.	2.00
	▪ Added one position in Conservation and Interpretation ($50,000, 1.0 FTE) by reallocating temporary FTEs in Parks and Natural Resources (1.46 temporary FTEs).	(0.46)
	▪ Added 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.	0.68
	▪ Added one-time funding for Lee Center program operations for six additional months ($100,000).	
	▪ Increased expenses associated with resident participation in various revenue-producing programs ($55,102)	
	▪ Added new costs for ongoing maintenance associated with recent capital improvements for parks ($137,000).	
	▪ Decreased anticipated grant-funded expenditures and revenue ($12,736 non-personnel, $12,736 revenue).	
	▪ Increased revenue from resident participation in revenue-producing programs ($138,849) and increases related to summer camp fees ($41,000).	

ARLINGTON ECONOMIC DEVELOPMENT
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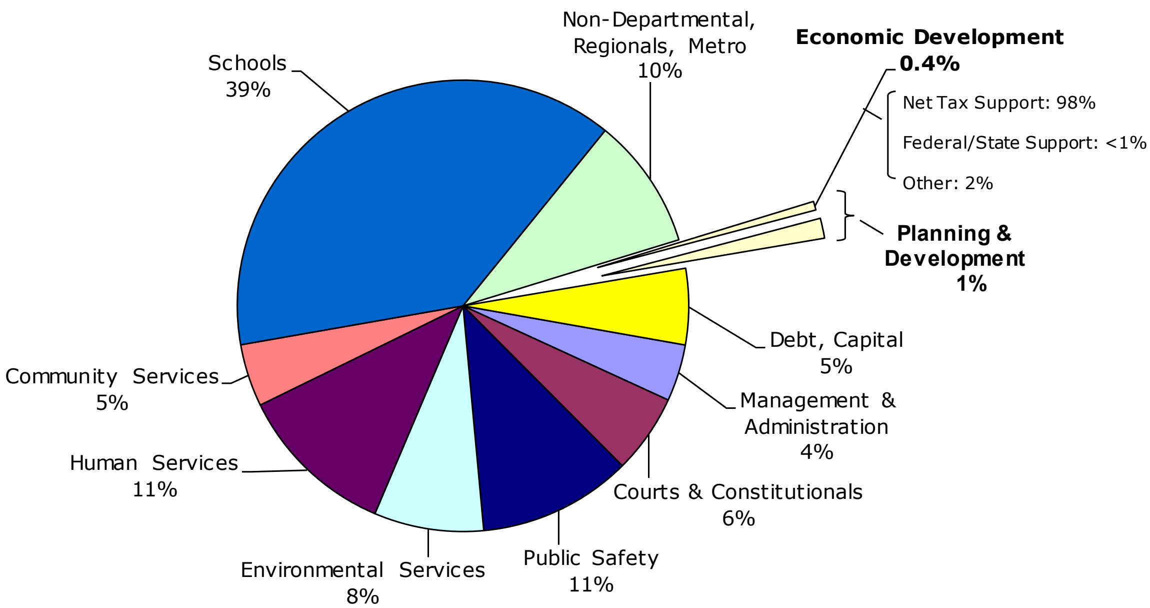
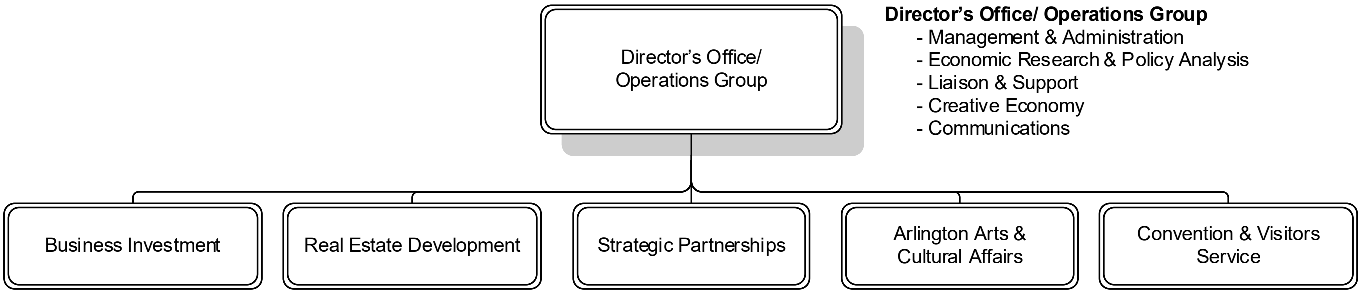
Our Mission: To continue to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors services sectors of the Arlington economy

FY 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



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 2022 proposed expenditure budget for Arlington Economic Development is $8,570,677 a one percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ No significant changes in personnel with the exception of an increase due to adjustments to salaries resulting from job family studies ($20,000).
- ↓ Non-personnel decreases due to the removal of prior year one-time funding for Columbia Pike small business support ($20,000), Lee Highway Alliance ($25,000), adjustments to the annual expense for maintenance and replacement of County Vehicles ($2,168), and the reductions itemized below.

FY 2022 Proposed Budget Reductions

Director's Office and Real Estate Development Group

- ↓ Reduce trade and promotion funding ($10,000), administrative operating expenses ($27,618), and marketing budget ($21,743).

  IMPACT: Targeted reductions in the Director's Office and Real Estate Development will impact economic studies, programming, outreach, administrative operations (e.g. training and office supplies), and marketing.

Business Investment Group

- ↓ Reduce marketing and business engagement activities ($32,000).

  IMPACT: The proposed reduction will potentially result in a lower number of prospect leads and fewer engagement opportunities with the local business community.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$6,369,032	$6,447,752	$6,487,856	1%
Non-Personnel	2,142,733	2,221,350	2,082,821	-6%
Subtotal	8,511,765	8,669,102	8,570,677	-1%
Intra-County Charges	-	-	-	-
Total Expenditures	8,511,765	8,669,102	8,570,677	-1%
Fees (Earned Income)	123,983	172,534	172,534	-
Grants	28,000	4,500	4,500	-
Transfer from Fund 799	84,720	-	-	-
Total Revenues	236,703	177,034	177,034	-
Net Tax Support	$8,275,062	$8,492,068	$8,393,643	-1%
Permanent FTEs	46.40	45.40	45.40	
Temporary FTEs	5.50	5.50	5.50	
Total Authorized FTEs	51.90	50.90	50.90	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Director's Office - Operations	$2,877,866	$2,854,957	$2,783,155	-3%	-	$2,783,155
Business Investment	2,176,573	2,308,789	2,316,422	-	-	2,316,422
Real Estate Development	360,204	469,440	455,491	-3%	-	455,491
Strategic Partnerships	610,608	570,500	545,500	-4%	-	545,500
Arlington Arts & Cultural Affairs	2,486,515	2,465,416	2,470,109	-	$177,034	2,293,075
Total	**$8,511,765**	**$8,669,102**	**$8,570,677**	**-1%**	**$177,034**	**$8,393,643**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Director's Office - Operations	15.00	15.00	-	15.00
Business Investment	13.80	13.80	-	13.80
Real Estate Development	3.00	3.00	-	3.00
Strategic Partnerships	-	-	-	-
Arlington Arts & Cultural Affairs*	19.10	13.60	5.50	19.10
Total	**50.90**	**45.40**	**5.50**	**50.90**

*FY21 Adopted FTE count includes temporary FTEs: Arlington Arts & Cultural Affairs (5.50)

Strategic Partnerships Funding Summary

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Ballston Business Improvement District	$1,460,340	$1,569,935	$1,471,612	-6%
National Landing Business Improvement District	2,692,339	4,739,568	4,570,394	-4%
Rosslyn Business Improvement District	3,838,405	4,053,393	4,208,809	4%
Clarendon Alliance	90,000	80,000	80,000	-
Columbia Pike Revitalization Organization (CPRO)	370,000	350,000	350,000	-
Lee Highway Alliance	80,500	85,500	60,500	-29%
Washington Board of Trade	10,000	10,000	10,000	-
Arlington Sister Cities Association	45,000	45,000	45,000	-
Total Expenditures	**$8,586,583**	**$10,933,396**	**$10,796,315**	**-1%**

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Public relations placements	162	127	155	145	150	150
Internet visits to AED website	145,376	173,248	295,275	545,601	275,000	325,000
Arlington Business Center (ABC) events	159	190	170	150	60	100
Arlington Business Center (ABC) events attendance	3,696	3,579	4,060	4,084	3,000	4,000
Social Media (Number of followers):						
Facebook	2,082	3,693	4,920	4,967	6,000	7,000
Twitter	3,290	3,615	4,103	4,175	4,500	5,000
LinkedIn	198	275	390	719	1,500	2,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Clicks from social media to website	10,786	12,449	12,503	16,364	16,000	16,000
Total impressions for social media efforts	1,652,080	2,095,955	1,987,390	1,934,606	1,900,000	1,900,000

- 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. Actual FY 2020 placements fell slightly lower than estimated, but was consistent with the previous year, despite the number of articles related to Amazon HQ2 having decreased. As Amazon continues to build their new HQ2 headquarters and grow their Arlington employment base, we expect to see a slight increase in media exposure.
- The increased visits to the AED website in FY 2019 were primarily due to the announcement that Amazon had selected Arlington to host part of its new major headquarter location. Website visits maintained a slight increase due to the Amazon announcement but were expected to return to previous levels beginning in FY 2020. The announcement of Arlington County's Small Business Emergency GRANT program in March, however, more than doubled our traffic for the remaining months of the fiscal year. Estimates for FY 2021 reflect a slow but steady return to pre-announcement totals, while FY 2022's estimate reflects an anticipated bump in response to a new web launch.
- 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 reoccurring commission meetings. Attendance is tracked via event registration and/or walk-in counts when available. During FY 2020 and beyond this will include offsite events.
- Given COVID-19 and the shutdown of AED's facilities, all events planned for the late spring and summer were either cancelled or moved to online-platforms. These events and attendance counts are included in these numbers. The current situation is expected to continue through the majority of FY 2021 moving into a hybrid of in person and virtual events in FY 2022.
- Social media engagement is measured by the number of clicks from the social media platform to AED's website and by the number of followers for each of AED's official social media accounts. Historically, both have increased at a consistent rate, except for an anomaly in FY 2018 (HQ2). AED estimates that its FY 2021 and FY 2022 social media engagement metrics will generally remain steady at its FY 2020 levels. Social media engagement is tied to advertising spending, which will remain flat in FY 2021 and will decrease with the proposed budget reductions in FY 2022.

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

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Leased space (square feet) as a result of AED's efforts	1,200,896	1,588,468	7,305,928	786,319	1,000,000	800,000

BUSINESS INVESTMENT GROUP

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Total number of jobs created and retained in Arlington as a result of AED's efforts (Attraction and Business Retention and Expansion efforts)	5,631	14,141	42,908	3,250	4,000	3,200
Total number of companies announcing to move to or stay in Arlington as a result of AED's efforts	47	39	28	22	40	24
Number of prospects which remained and/or expanded in Arlington as a result of AED's Business Retention & Expansion (BRE) efforts	22	25	18	11	25	15
Total number of jobs created and retained as a result of AED’s Business Retention and Expansion (BRE) efforts.	2,407	13,196	4,289	2,092	2,500	2,000
Number of BizLaunch Workshop attendees	3,794	4,483	4,060	8,643	4,000	4,500
Number of BizLaunch one-on-one meetings	779	735	1,030	1,256	800	800

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Close rate on company prospects – percentage of company announcements to active prospects	43%	58%	38%	35%	40%	35%
Number of letters sent welcoming new businesses to Arlington	1,625	1,602	1,592	1,568	1,600	1,600
Number of times Arlington companies were engaged in Business Retention & Expansion (BRE) activities	489	681	686	578	500	650
Percentage of evaluations rating BizLaunch programs as excellent	96%	95%	95%	97%	95%	95%

- In FY 2019, Jobs and Leased Square Feet critical measure significantly increased due to the Amazon HQ2 project. 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. For FY 2022, the impacts on the office market are projected to decrease in FY 2022 due to COVID-19 impacts on the office market. Due to economic uncertainty and the COVID-19 work from home experience, companies are postponing their real estate decisions and re-evaluating their needs. It is expected that these impacts will stretch into FY 2022.

- In FY 2018, about 70 percent of the total number of jobs created or retained as a result of AED's Business Retention and Expansion (BRE) efforts resulted from a single large project – the retention and expansion of Deloitte. An additional 11 percent of the total number of jobs created or retained resulted from the retention of the Office of Naval Research. The remaining 19 percent resulted from several smaller projects.
- Company prospects refer to companies that are actively working with AED and considering relocating or adding additional space in Arlington.
- The close rate on company prospects increased in FY 2021 as staff vacancies were filled. The FY 2022 close rate is projected to fall back to FY 2020 rates as COVID-19 impacts company location decisions.
- Business Retention & Expansion (BRE) activities are projected to increase as the number of new prospects in the market decreases. Going into FY 2021, pre-COVID, BIG staff resources were reallocated to be more focused on existing businesses and that is all the more pronounced during current conditions as staff work to develop additional resources, tools and content to assist the existing business community.
- BizLaunch experienced a tremendous uptick in business outreach and assistance during FY 2020 due to the unprecedented crisis of the health pandemic, and its negative impact on small businesses in Arlington and around the country. We offered many new services from pivoting to a virtual platform and standing up a Small Business Emergency GRANT program. We anticipate a tumultuous FY 2021 with a steady number of business closures, and the need of assistance remaining high.

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

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Economic value of new commercial construction (in millions)	$32	$375	$149	$155	$189	$1,130

- FY 2020 saw the delivery of the office component of 4040 Wilson. The estimated increase in value in FY 2021 includes the expected deliveries of major retail/commercial projects such as Market Common in Clarendon, the Crystal City Central District, and the expansion of Virginia Hospital Center. The significant increase in construction value estimated in FY 2022 is due to the completion or near completion of Amazon's HQ2 Phase I. Included in the FY 2022 estimates, but more likely to fully deliver in FY 2023, is the construction of the planned office/retail building at 3901 Fairfax Drive.

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 2022 Grant Amount
Ballston Business Improvement District	Tax District
Crystal City Business Improvement District	Tax District
Rosslyn Business Improvement District	Tax District
Clarendon Alliance	$80,000
Columbia Pike Revitalization Organization (CPRO)	$350,000
Lee Highway Alliance	$60,500
Washington Board of Trade	$10,000
Arlington Sister Cities Association	$45,000

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

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of County Public Art projects in development	19	23	24	28	28	26
Arlington Arts Facebook, Twitter, Instagram reach	352,914	609,022	483,187	532,010	635,000	540,000
Number of supported artists and arts organizations	39	33	22	27	18	24

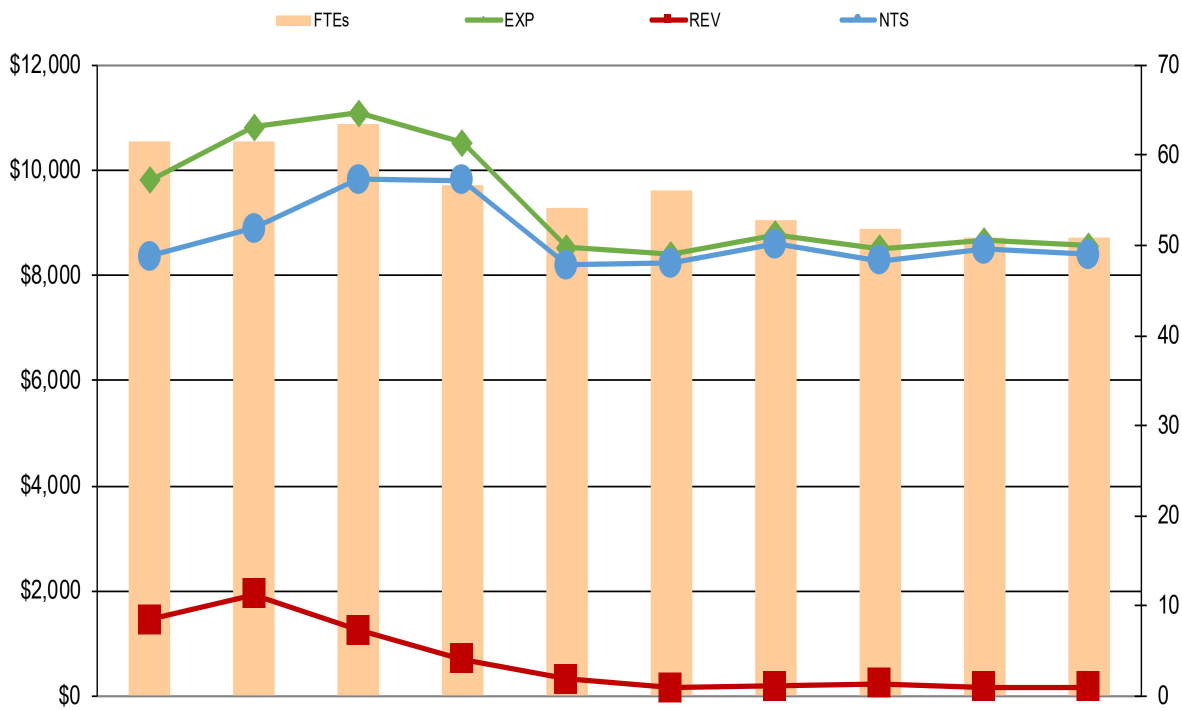
ARLINGTON ARTS AND CULTURAL AFFAIRS

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of public performances/exhibits/ events/workshops presented by supported artists and arts organizations	301	280	235	96	120	180
Number of public performances/exhibits/events/workshops presented by Cultural Affairs staff	252	229	112	72	180	150

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of studio visitors and audiences to Lee Arts Center	4,112	4,206	4,350	3,219	4,100	3,500
Funding provided by partners for performances/exhibits/workshops/temporary and permanent public art installations curated and presented by Cultural Affairs staff (in millions)	$12.20	$1.75	$3.70	$3.50	$3.50	$3.50
Number of artists paid for working in performances/exhibits/events/workshops/ temporary public art installations presented by Cultural Affairs staff	317	331	335	220	340	300

- In FY 2020, gains in social media traffic reflect both the interest in new programs and the strong performance of refreshed legacy programs, as well as across the board increases due to COVID-19 related engagement. Social media traffic is expected to remain similar through FY 2021.
- In FY 2020, the number of public performances/exhibits/events/workshops presented by supported artists and arts organizations decreased almost 50% due to COVID-19 cancellations.
- Performances/exhibits/events/workshops include those managed or funded by CAD on behalf of Business Improvement Districts, Partners, Department of Parks and Recreation, Libraries, Arlington Public Schools, and other Economic Development units. FY 2020 decrease is largely attributed to the loss of approximately 33% of scheduled events due to the COVID-19 shutdown.
- 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$9,818	$10,829	$11,085	$10,523	$8,525	$8,401	$8,788	$8,511	$8,669	$8,571
REV	$1,448	$1,939	$1,254	$712	$320	$165	$191	$236	$177	$177
NTS	$8,370	$8,890	$9,831	$9,811	$8,205	$8,236	$8,597	$8,275	$8,492	$8,394
FTEs	61.57	61.57	63.57	56.67	54.20	56.20	52.90	51.90	50.90	50.90

Fiscal Year	Description	FTEs
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).	
	▪ 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	

Fiscal Year	Description	FTEs
	$199,100 ($50,000).	
	▪ *The County Board approved 2.0 marketing management FTEs as part of FY 2013 closeout ($294,983).*	*2.0*
FY 2015	▪ The County Board added one-time funding for arts challenge grants ($30,000) and tourism promotion ($200,000).	
	▪ Removed FY 2014 one-time funding for the Base Realignment and Closure (BRAC) Coordinator position ($142,137).	(1.0)
	▪ Removed FY 2014 one-time funding for arts challenge grants ($30,000) and nonprofit capacity building ($20,000).	
	▪ Added additional funding for the Hispanic Business Counselor ($50,000).	
	▪ Added ongoing funding ($158,273) for the Base Realignment and Closure (BRAC) Coordinator position.	1.0
	▪ Replaced ongoing funding with one-time for nonprofit capacity building ($45,000).	
	▪ *Added personnel approved at FY 2014 close-out to correct the allocation for a Cultural Affairs Specialist ($9,589, 0.1 FTE).*	*0.1*
FY 2016	▪ The County Board eliminated funding for Artisphere ($946,659, 14.5 FTEs, 1.0 temporary FTE) and Ballston Science and Technology Alliance (BSTA) ($25,000). $1.3 million in one-time funding remains in net tax support for Artisphere as a contingency in order to cover costs associated with the closure of that facility.	(15.5)
	▪ The County Board, using a portion of the savings from the closure of Artisphere, reallocated funding to the Cultural Affairs Division in an effort to improve artistic programming across the county and particularly along its metro corridors ($331,000 personnel, 3.5 FTEs; $165,659 non-personnel).	3.5
	▪ The County Board added on-going funding for business investment ($600,000, 5.0 FTEs), marketing ($300,000), arts grants ($16,710), and the Columbia Pike Revitalization Organization (CPRO) ($100,000).	5.0
	▪ The County Board restored one-time funding for tourism promotion ($200,000) and added one-time funding for TandemNSI ($200,000).	
	▪ Removed one-time funding for nonprofit capacity building ($45,000) and arts challenge grants ($30,000).	
	▪ *Decreased one-time funding for the closure of Artisphere at FY 2015 close-out due to lower than anticipated closure costs ($400,000).*	
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).	

Fiscal Year	Description	FTEs
	▪ 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
	▪ *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
	▪ 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).	
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).	

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2021	▪ The County Board added one-time funding to the Lee Highway Alliance ($25,000).	
	▪ Restored ongoing funding for the Scenic Studio program and the facility manager at 3700 South Four Mile Run Drive ($208,975).	
	▪ Eliminated one-time funding for the vacant Facility Technical Services Director position ($138,135).	(1.0)
	▪ Added one-time funding for Columbia Pike small business support ($20,000).	
	▪ Increased ongoing funding to the Biz Launch program for small business support ($35,000).	
	▪ Increased funding for data subscription licenses ($17,980).	
	▪ Removed prior year one-time funding for mobile stage towing services ($4,550), Lee Highway Alliance ($20,000), Clarendon Alliance ($10,000), and Columbia Pike Revitalization Organization ($20,000).	
	▪ Increased Scenic Studio fees ($12,900).	
	▪ Decreased other fee revenues based on prior year actuals ($21,366).	

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT

Claude Williamson, Director

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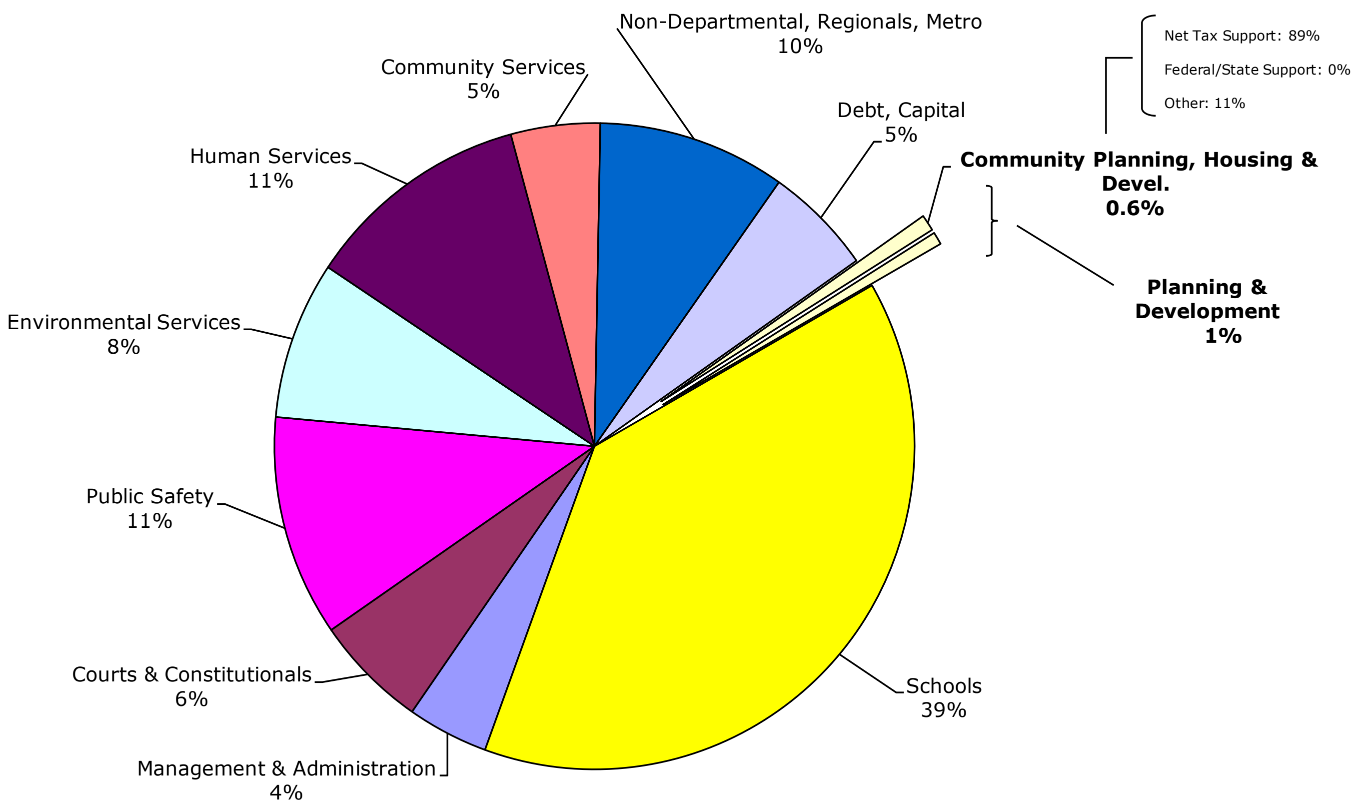
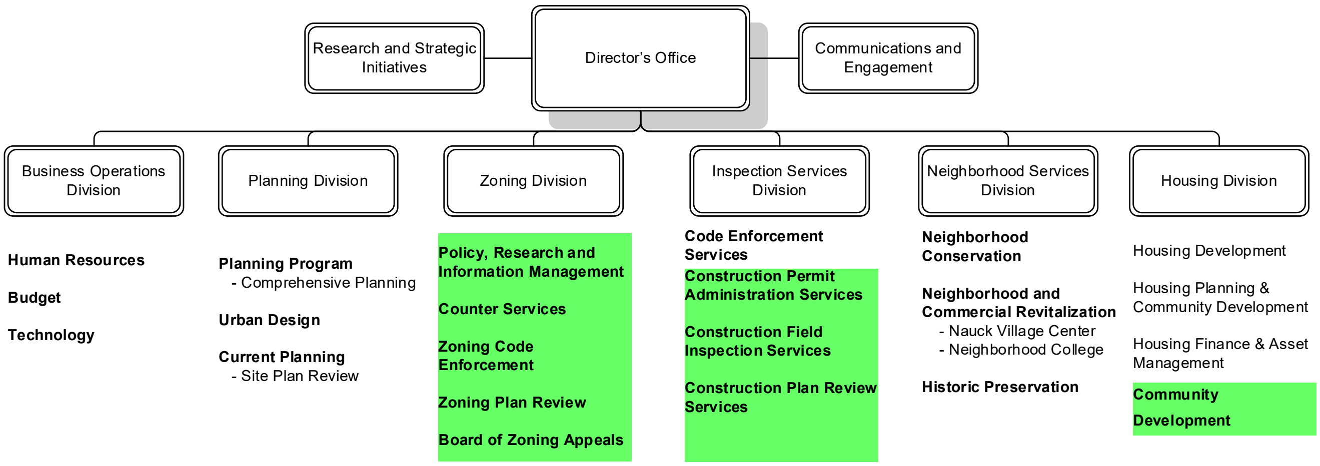
Our Mission: To promote the improvement, conservation, and revitalization of Arlington's physical and social environment

FY 2022 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Shaded programs are part of other funds.

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Department of Community Planning, Housing and Development is $11,127,857, a four percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases primarily due to the reductions itemized below and lower retirement contributions based on current actuarial projections, partially offset by adjustments to salaries resulting from job family studies for Engineers ($45,161).
- ↓ Non-personnel decreases due to the reductions itemized below and printer reductions ($5,228), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles ($3,261)
- ↓ Revenue decreases due to a projected decrease in large planning projects ($1,388,794).

FY 2022 Proposed Budget Reductions

Code Enforcement

- ↓ Transfer of an Administrative Technician I to the CPHD Development Fund ($68,988, 1.0 FTE)

  IMPACT: This reduction moves one filled Administrative Technician I position (1.0 FTE) to the CPHD Development Fund. The Department previously moved three Code Enforcement management positions (3.0 FTEs) to the Development Fund; the Administrative Technician I position supports the managers' administrative needs in customer service and other administrative tasks. Additional positions may be transferred to the Development Fund in future fiscal years depending on the CPHD Development Fund fund balance. Moving this position has no impact to the current services being provided by the Code Enforcement Section.

↓ Elimination of a vacant Administrative Technician I position ($34,495, 0.5 FTE)

IMPACT: The elimination of this vacant 0.5 FTE position has a moderate impact. Management has reorganized responsibilities, shifted work to the remaining 1.0 FTE administrative position where possible, and modified community expectations for service and compliance to match available resources.

Housing

↓ Utilize federal funds to cover a portion of General Fund personnel costs ($100,000)

IMPACT: This transfer of expenditures to the Housing and Community Development Fund (206) will not have an impact on staffing levels or workload expectations. However, the planned one-time shift would reduce both internal and external activities funded by federal dollars via the Housing and Community Development Fund, such as multifamily development projects and first-time homebuyer loans. In addition, sustaining this reduction on ongoing basis is dependent on the allocation of Federal funding and may not be appropriate in the out years based on federal allocations requirements governing overhead support of federally funded programs.

↓ Elimination of consultant funds and partial reduction of contracted services ($95,000)

IMPACT: The reduction in consultant ($71,000) and contractual service ($24,000) funding will require the Department to re-prioritize various Housing and departmental initiatives including utilization of loan servicing, asset management, and grants management technology. In addition, the reduction in contracted services may delay or change the County's deliverables to find alternative affordable housing solutions associated with the Housing Arlington Initiative and related efforts, including the Missing Middle Housing Study.

Comprehensive Planning

↓ Temporary hiring freeze of a Principal Planner position ($144,499, 1.0 FTE)

IMPACT: This reduction will result in professional planning services being reassigned; delayed in terms of scheduled completion dates; reassessed in terms of supporting processes, procedures and products; or postponed in order to address other Planning work program priorities.

Department-wide

↓ Reduction of various non-personnel categories ($15,618)

IMPACT: This reduction decreases various non-personnel categories such as operating supplies due to reduced spending during the COVID-19 pandemic because of remote work. Post-COVID, with a return to the office or hybrid work, this reduction may affect the Department's capacity to pay for needed supplies and related items to run its operation.

DEPARTMENT FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$10,141,414	$10,774,563	$10,390,309	-4%
Non-Personnel	681,835	850,133	737,548	-13%
Total Expenditures	10,823,249	11,624,696	11,127,857	-4%
Fees	2,865,321	2,464,773	1,075,979	-56%
Miscellaneous*	97,282	100,000	100,000	-
Total Revenues	2,962,603	2,564,773	1,175,979	-54%
Net Tax Support	$7,860,646	$9,059,923	$9,951,878	10%
Permanent FTEs (Funded)	82.00	82.50	80.00	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	82.00	82.50	81.00	

* FY 2020 actuals include Industrial Development Authority (IDA) revenue which is transferred annually to CPHD from the IDA. The IDA has the ability to finance tax-exempt bonds for affordable housing developers. This revenue is based on a portion of the fees that affordable housing developers pay to the IDA for this service.

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Tax Support
Director's Office	-	$1,215,749	$1,256,811	3%	-	$1,256,811
Business Operations	$1,732,630	745,555	718,359	-4%	-	718,359
Comprehensive Planning	2,119,431	2,142,220	1,956,533	-9%	-	1,956,533
Current Planning	1,449,191	1,637,899	1,656,582	1%	$1,075,979	580,603
Urban Design and Research	471,611	493,716	493,436	-	-	493,436
Code Enforcement Services	1,046,006	1,156,718	1,069,376	-8%	-	1,069,376
Neighborhood Conservation	367,793	307,008	300,849	-2%	-	300,849
Neighborhood and Commercial Revitalization	442,225	360,157	357,529	-1%	-	357,529
Historic Preservation	547,285	598,084	603,192	1%	-	603,192
Housing Division Administration	2,647,077	2,967,590	2,715,190	-9%	100,000	2,615,190
Total Expenditures	**$10,823,249**	**$11,624,696**	**$11,127,857**	**-4%**	**$1,175,979**	**$9,951,878**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Director's Office	8.50	8.50	-	8.50
Business Operations	5.00	5.00	-	5.00
Comprehensive Planning	14.00	14.00	-	14.00
Current Planning	12.50	12.50	-	12.50
Urban Design and Research	3.00	3.00	-	3.00
Code Enforcement Services	9.50	8.00	-	8.00
Neighborhood Conservation	5.50	5.50	-	5.50
Neighborhood and Commercial Revitalization	2.00	2.00	-	2.00
Historic Preservation	4.00	4.00	-	4.00
Housing Division Administration	18.50	18.50	-	18.50
Total FTEs	**82.50**	**81.00**	**-**	**81.00**

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 and future Arlington Public Schools students.

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.
- Provide editorial review of written content for quality control.

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.

Departmental Management and Leadership

- Monitor conditions, assess needs, and conduct strategic and tactical planning on divisional and department-wide issues.
- Provide leadership and coordination and recommend policies and activities to enhance departmental effectiveness.
- Provide centralized operational support for the Department's six major divisions and the Director's Office.

Human Resource Development

- Provide full-cycle human resource leadership: oversight and support for recruitment, onboarding, performance management, employee relations, compensation and classification, management coaching, training, and payroll and timekeeping.
- Assist with special projects and provide advice and assistance to management on sensitive organizational issues.
- Manage workforce needs and compliance with policies and procedures.

Finance and Budget

- Provide management of the annual budget process for the General Fund and the Development Fund each fiscal year including identification of needs, projections of revenue, and performance measures.
- Manage the adopted budget through effective monitoring, reporting and sound financial management to include projecting expenditures and revenue and analyzing budget alternatives and identifying sound opportunities for savings or improved use of resources.
- Perform purchasing and accounting tasks for assigned divisions and special projects and assist other divisions as needed.
- Complete special assignments that solve or enhance CPHD's budgetary and financial matters.

Technology

- Manage and track all technology assets (hardware and software) and renew at the end of the life cycle to ensure staff have the right tools they need to be successful.
- Identify technology trends, issues, and recommend solutions.
- Manage and support technology initiatives that improve work effectiveness to include process redesign using SharePoint and records management.
- Provide technology support and troubleshoot asset issues.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Columbia Pike form-based code applications approved	1	0	0	2	1	3
Number of major sector/area plans completed	0	0	1	0	0	4
Number of major sector/area plans underway	1	1	1	2	4	0
Number of major County Board initiated studies and special projects underway	2	2	2	3	3	2
Number of major County Board initiated studies and special projects completed	N/A	1	1	0	0	1
Number of special GLUP studies completed	1	2	2	0	2	1
Number of special GLUP studies underway	1	0	1	0	1	0
Number of Zoning ordinance amendments completed	6	5	7	4	4	4
Number of Zoning ordinance amendments underway	7	4	4	4	4	5

- Major Sector/Area plans are area specific and typically have a duration lasting more than one year. The measures above reflect prior information contained in the Planning Division Work Plan
- The Number of Major Sector/Area Plans underway increased in FY 2021 consistent with the Planning Division Work Plan and includes the Clarendon Sector Plan Update, Crystal City

Sector Plan Update on Maximum Building Heights, Plan Lee Highway and the Pentagon City Phased Development Site Plan (PDSP) Update Study. These plans are anticipated to be completed in FY 2022.

- 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 (e.g., Child Care Initiative, Missing Middle Housing Study).
- The number of Major County Board Initiated Studies and Special Projects Underway in FY 2020 and FY 2021 remains constant due to shifts in the Planning Division Work Plan and the complexity of topics and community engagement. For FY 2021, work is underway on the Multifamily Reinvestment Study (*formerly Housing Conservation District*), Missing Middle, and Public Facility Planning. Public Facility Planning was delayed during FY 2021 due to COVID-19 and will be on hold until further direction is provided.
- The number of Zoning Ordinance Amendments Underway in FY 2020 and FY 2021 have decreased due to the complexity of topics and community engagement, and similar staffing across multiple processes, resulting in some studies being shifted for inclusion in future fiscal years.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Number of community outreach events sponsored by Urban Design	9	5	5	6	4	4
Studies and plans initiated	4	5	5	6	4	4

- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Number of administrative changes reviewed for facade changes	78	85	82	80	90	85
Number of administrative changes reviewed for landscape changes	50	57	59	60	60	60
Number of facade inspections	18	20	19	18	18	20
Number of landscape and tree protection site plans reviewed	50	40	35	33	32	33

URBAN DESIGN

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Number of landscape plan inspections	24	24	24	24	24	24
Number of site plans reviewed	22	20	21	22	22	22

- The program stopped completing tree protection site plan reviews in FY 2018. Therefore, the number of plans reviewed decreased and the totals only reflect the number of landscape site plans reviewed.

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 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actuals	FY 2021 Estimate	FY 2022 Estimate
Average site plan review cycle time (days)	180	218	280	235	220	200

- In FY 2020, the Planning Division made revisions to the public review process to provide more certainty with the scheduling of Site Plan Review Committee (SPRC) meetings which decreased the plan review cycle time.
- With the potential conclusion of the COVID-19 pandemic and efficiencies implemented in FY 2020, the average review time is anticipated to decrease.

CURRENT PLANNING

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of administrative applications	242	253	228	197	250	250
Number of site plans approved by the County Board	6	5	9	10	10	10
Number of use permit and site plan amendment applications and reviews processed	199	170	192	217	200	200
Percent of total items on consent agenda	90%	93%	94%	96%	96%	96%

- The number of administrative applications increased in FY 2018 due to an increase in developmental activity related to new tenants entering the market. The number of applications decreased in FY 2020 due to a decrease in activity associated with the onset of the COVID-19 pandemic; however, activity is expected to return to normal levels in FY 2021 and FY 2022.
- The number of use permit and site plan amendment applications and reviews processed increased in FY 2019 due to the expansion of family day care home and child care center operators as a result 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of code enforcement cases identified by staff	2,534	2,459	2,356	2,039	2,500	2,500
Percentage of code enforcement cases identified by staff	80%	79%	80%	71%	80%	80%
Total number of code enforcement cases	3,178	3,078	2,942	2,858	2,800	2,900

- The minor decrease to the total number of code enforcement cases starting in FY 2019 is due to the increased number of systems staff required to complete these cases and the volume documentation required using the current database. Productivity is expected to improve as a new database solution is implemented.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of private properties cleaned of refuse and garbage, and vegetation trimmed as part of the enforcement initiative	10	9	7	0	7	7
Total number of hoarding cases	27	35	22	22	22	26

- The reduction in the number of properties cleaned of refuse or trimmed of vegetation overgrowth and the number of code enforcement cases identified by staff in FY 2020 reflects the reprioritization of enforcement resources towards imminently dangerous life-safety conditions during the COVID-19 pandemic.
- The number of hoarding cases is expected to increase in FY 2022 as Arlington moves beyond the restrictions of the COVID-19 pandemic and can safely access the conditions at the interior of private properties without increased risks to staff and the public.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Neighborhood Conservation plans and updates in progress	15	15	15	15	15	15
Number of participating neighborhoods	51	51	52	52	52	52

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Plans completed within 3 years	80%	80%	80%	80%	80%	70%

- The number of plans completed within three years is anticipated to decrease in FY 2022 due to staff vacancies and the current limitations for neighborhood groups to meet in person due to COVID-19.

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.

Green Valley 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Commercial Revitalization Program

Critical Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of commercial property owners, tenants and organizations receiving technical assistance on redevelopment and/or community improvement opportunities	25	10	N/A	N/A	N/A	N/A

- In FY 2019, the number of commercial property owners, tenants and organizations receiving technical assistance were no longer counted because staff identified a more effective way to account for interactions with property owners, tenants and organizations in the community.
- While no outreach efforts were conducted in FY 2020, there are events planned in FY 2021 and FY 2022.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of major events held in John Robinson Jr. Town Square	3	0	1	0	3	5
Number of public/private development projects/activities initiated or reviewed by the Nauck Revitalization Organization	1	1	0	0	1	N/A
Number of residents attending events and activities in the John Robinson Jr. Town Square	275	0	150	0	100	250

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

- The John Robinson Jr. Town Square was formerly named by the County Board in November 2020 and will be completed in spring 2021. The number of major events and residents attending the events is based upon the number who attended the grand opening of the space.
- The Green Valley Revitalization Organization (formerly Nauck Revitalization Organization) is a citizen advisory committee that is comprised of representatives from the Green Valley Civic Association (GVCA), property owners, and other community stakeholders. The activity estimates are based on the expected interest in the Four Mile Run Study. The mission of this group will be revaluated in FY 2022 with a focus on supporting small businesses in the Shirlington Road commercial area and programming for the John Robinson Jr. Town Square (formerly Nauck Town Square).

Neighborhood College

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual enrollment in the Neighborhood College Program	25	25	22	23	50	50
Percent of the Neighborhood College participants satisfied with the program	96%	96%	100%	100%	100%	100%

- The Neighborhood College Program is expected to provide two sessions in FY 2021, which would result in an increase in the annual enrollment in the program. Both sessions in FY 2021 are being held virtually.

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).

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of monthly inspections completed in locally designated historic districts	50	50	50	40	40	51
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	99%	98%	99%	99%	99%	99%

- 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. Monthly inspections in FY 2020 and FY 2021 were temporarily reduced due to the COVID-19 pandemic.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Administrative Certificates of Appropriateness (ACoAs) approved by staff	22	25	23	46	60	60
Number of Certificate of Appropriateness (CoA) applications approved by HALRB	43	36	38	25	30	30
Number of Federal/State historic preservation-related compliance cases reviewed	42	40	75	139	140	140
Number of National Register of Historic Places nominations submitted for listing/total National Register listings	0/71	0/71	0/71	0/71	1/72	1/73
Number of new locally designated historic districts/total local districts	2/40	0/40	0/40	0/40	1/41	1/42

HISTORIC PRESERVATION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of preservation easements monitored annually	9	9	11	13	13	14
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 locally-designated historic districts, except for painting, routine maintenance, and in-kind repairs. The CoA process normally involves two separate, though related, monthly meetings that are open to the public. Both meetings occurred through February 2020 but due to the COVID-19 pandemic, the HALRB has been convening virtually since July 2020 to ensure applications are reviewed and decided upon in a timely manner.
- The number of Administrative Certificates of Appropriateness (ACoAs) approved by staff increased in FY 2020 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.
- The number of Certificates of Appropriateness (CoAs) approved by the HALRB decreased in FY 2020 due to an increase in the number of requests for items that staff had the authority to approve as well as the impact of the COVID-19 pandemic.
- The FY 2020 increase in Federal/State historic preservation-related compliance cases is due to a marked increase in the number of telecommunications permits requiring review to assess impacts on historic properties. Increases to the number of such cases are estimated to continue.
- Staff are currently preparing a Multiple Property Documentation report 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. Additional National Register listings also are expected from individual property owners seeking such designation without the assistance or sponsorship of County staff.

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 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.

HOUSING DIVISION

- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of CAF units approved by the County Board in the fiscal year	276	412	255	275	368	350
Number of CAF units preserved in the fiscal year (i.e., affordability extended)	280	177	462	0	0	294
Rental CAFs: Total approved in the fiscal year	276	408	255	275	368	350
Rental CAFs: County Financed	171	408	239	224	225	300
Rental CAFs: Bonus/Earned Density	0	0	0	51	50	50

HOUSING DIVISION

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Rental CAFs: Neighborhood Form-Based Code	105	0	16	0	93	0
Ownership CAFs: Total approved in the fiscal year (price-restricted ownership unit)	0	4	0	0	0	0
Ownership CAFs: County Financed (does not include Moderate Income Purchase Assistance Program loans)	0	0	0	0	0	0
Ownership CAFs: Bonus/Earned Density	0	4	0	0	0	0
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	8.2%	8.8%	9.4%	9.8%	9.9%	10.0%
Rental CAFs: Total Number (cumulative)	7,729	8,122	8,375	8,650	9,018	9,368
Total cumulative senior CAF units	1,111	1,111	1,111	1,111	1,111	1,111
Total cumulative family-sized CAF units	3,713	4,028	4,239	4,418	4,602	4,777

- 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 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 an increase in FY 2019 as a result of The Carlin and Claridge House projects. It decreased in FY 2020 and is anticipated to remain at this decreased level in FY 2021, based on the project pipeline and increase in FY 2022 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 DIVISION

Housing Access

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Annual Readership of Housing Newsletter	828	1,200	1,734	11,534	11,600	11,650
Number of requests for housing information	2,326	1,988	1,341	1,727	2,000	2,000
Number of tenants and landlords assisted through the housing information center	908	831	742	927	1,000	1,000
Homeownership - homebuyer education by number of participants	302	238	286	232	400	450
Homeownership - number of Moderate Income Purchase Assistance Program (MIPAP) loans	4	4	4	4	4	4
Homeownership - number of outreach events (workshops, etc.)	20	15	21	32	22	32
Number of CAF units approved that are accessible	33	14	14	38	30	30
Percent of accessible CAF units that are occupied by persons with disabilities	55%	58%	58%	55%	56%	56%
Percent of CAF units approved that are accessible	12%	3%	5%	9%	9%	9%
Tenant Assistance Fund - Number of Participants	17	51	42	35	20	20

- 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 and the number of tenants and landlords assisted through the housing information center increased in FY 2020 due to assistance provided related to the COVID-19 pandemic.
- 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.
- 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 is 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 anticipated need.

HOUSING DIVISION

Housing Sustainability

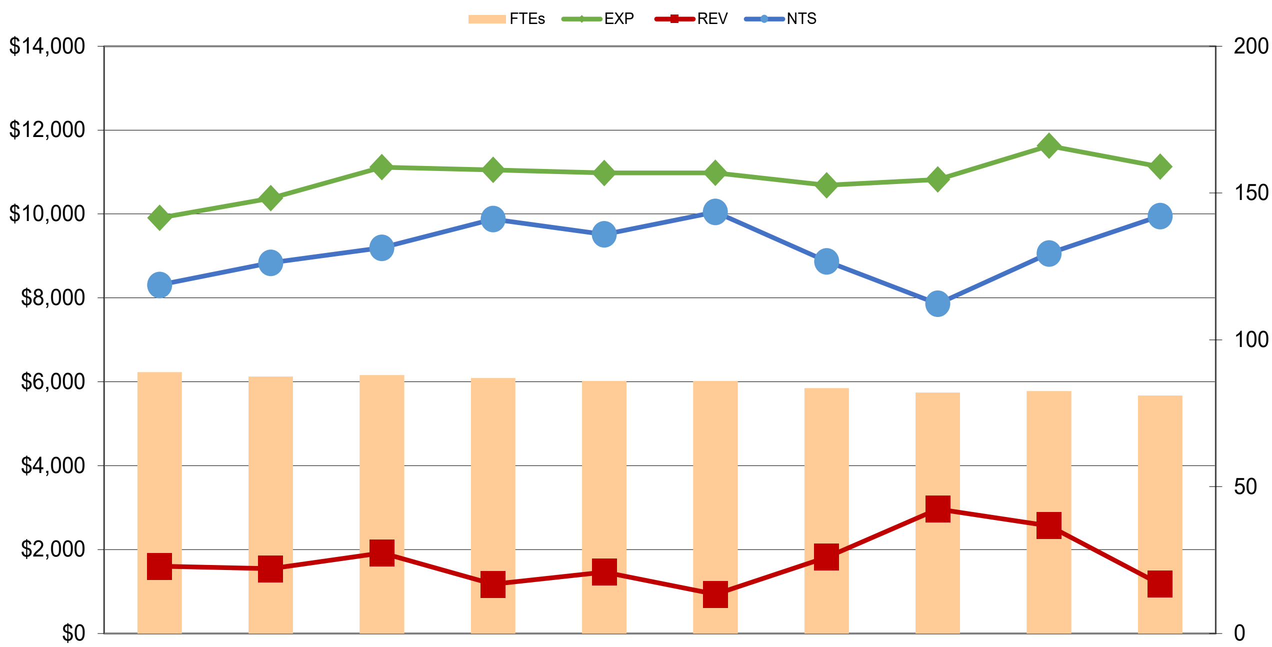
Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
County Loan Funds Allocated in fiscal year (rounded – in millions)	$32.4	$25.6	$18.1	$26.5	$21.8	$20.5
County Loan Funds Disbursed in fiscal year (rounded – in millions)	$27.8	$23.1	$29.8	$14.2	$24.1	$43.5
Total Number of County Loans (cumulative)	98	102	110	115	115	120
Cumulative value of loans originated and disbursed ($millions)	$302.55	$325.65	$355.45	$369.85	$393.95	$395.45
County loan repayments and payoffs received in fiscal year (rounded – in millions)	$6.1	$5.1	$10.3	$3.7	$1.3	$1.3
Developer Contributions received in fiscal year (rounded – in millions)	$4.2	$10.3	$2.5	$6.2	$21.7	$4.0
Leveraging Ratio for County Funds Allocated in fiscal year	1:4.9	1:5.2	1:7.3	1:3.7	1:3.0	1:3.0
Leveraging Ratio for County Funds Disbursed in fiscal year	1:1.6	1:6.7	1:5.3	1:5.6	1:5.0	1:4.4
Leveraging ratio of General Fund dollars to all other sources for fiscal year	1:17	1:17	1:22	1:12	1:10	1:10
Number of CAF units reviewed and monitored for program compliance (occupancy compliance monitoring)	3,832	3,391	3,727	4,300	4,300	4,300
Number of CAF units brought into compliance as a result of occupancy monitoring efforts	13	11	26	15	15	15
Number of projects reviewed for compliance with terms of County loan (financial portfolio monitoring)	14	8	41	39	25	40
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)	274	283	119	306	300	380
Number of CAF units brought into compliance with code as a result of physical inspection	70	63	41	143	135	150

- 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). Starting in FY 2022, Arlington County will no longer allocate funds to Falls Church.
- The estimate for County Loan Funds Disbursed in FY 2022 could range between $1.5 million to $43.5 million depending on the timing of already approved Board projects going to closing.

HOUSING DIVISION

- 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. These amounts are expected to be lower in FY 2020 - FY 2022 due to proactive measures taken by the Housing division in response to the COVID-19 pandemic.
- Developer contributions to AHIF increase in FY 2021 due to a $20 million contribution from Amazon related to the project located at Met Park.
- 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 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.
- The total number of CAF units reviewed, monitored, inspected, and brought into compliance increased in FY 2020 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.
- The estimated FY 2022 County Loan Funds Disbursed is for the AHIF portion of The Cadence project. Staff expects other projects to receive loan funds, and disbursements, throughout the fiscal year and will provide updates on this amount as projects are identified.
- Loan repayments are a result of both AHIF/HOME and 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 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$9,908	$10,377	$11,116	$11,051	$10,978	$10,981	$10,685	$10,823	$11,625	$11,128
REV	$1,601	$1,542	$1,922	$1,172	$1,464	$932	$1,814	$2,963	$2,565	$1,176
NTS	$8,307	$8,835	$9,194	$9,879	$9,514	$10,049	$8,871	$7,860	$9,060	$9,952
FTEs	89.00	87.50	88.00	87.00	86.00	86.00	83.50	82.00	82.50	81.00

Fiscal Year	Description	FTEs
FY 2013	▪ The County Board added funding for enhanced planning capacity ($296,812).	2.5
	▪ 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 one Planner from the Community Development Fund ($104,633).	1.0
	▪ Added one Senior Housing Planner ($94,747) and 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.	
	▪ 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.	

Fiscal Year	Description	FTEs
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)
	▪ 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).	(0.5)

Fiscal Year	Description	FTEs
	▪ 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).	1.5
FY 2021	▪ Increased an existing Associate Planner from 0.5 FTE to a 1.0 FTE in the Comprehensive Planning Program ($64,400).	0.5
	▪ One-time funding associated with the support of the FY 2020 Census ($100,000) was removed.	
	▪ Funding for the Shirlington Employment and Education Center (SEEC) was transferred to the Department of Human Services ($222,550).	
	▪ Increased funding for the Historic Preservation program for legal advertising ($5,000).	
	▪ Current Planning fees were increased 2.5% ($74,773), and revenue associated with those fees was increased due to an anticipated increase in development activity and ancillary development activity associated with Amazon ($133,236).	

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 COVID contingent and Affordable Housing Investment Fund.

NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Insurance	$5,080,366	$5,600,000	$5,600,000	-
Retiree Benefits/Health Plan Adjustment	13,138,205	18,400,000	17,900,000	-3%
Miscellaneous	26,154,667	20,402,650	23,979,020	18%
Contingents	7,777,719	28,232,713	28,294,230	-
Total Expenditures	$52,150,957	$72,635,363	$75,773,250	4%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Insurance Cost	$5,080,366	$5,600,000	$5,600,000	-
Total Expenditures	$5,080,366	$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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Retirees' Health & Life Insurance	$12,294,806	$11,400,000	$11,400,000	-
Other Post Employment Benefits (OPEB - trust)	6,500,000	7,000,000	6,500,000	-7%
Health Plan Adjustment	(5,656,601)	-	-	-
Total Expenditures	$13,138,205	$18,400,000	$17,900,000	-3%

- 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 $17.9 million in FY 2022.
- The total County employee healthcare costs are expected to remain flat for Cigna and Kaiser participants.

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Facility Rent and Operating Charges	$8,957,775	$13,132,397	$11,931,825	-9%
Intra-County Charges	(976,950)	(1,461,856)	(410,222)	-72%
Consultants	1,330,573	660,088	865,000	31%
Contracted Services	501,093	478,000	478,000	-
Memberships	54,496	157,523	238,050	51%
Special Events & Unclassified Services	52,241	150,000	150,000	-
Mass Transit Credit	(2,432,640)	-	-	-
Employer of Choice	593,161	(2,476,300)	1,043,438	-142%
Housing Projects	11,265,727	-	-	-
Fuel, Fleet, & Utility Savings	-	(744,345)	(824,214)	11%
Short-term Financing	6,809,191	8,107,143	8,107,143	-
IDA Debt Service on Ballston Skating Facility	-	2,400,000	2,400,000	-
Total Expenditures	$26,154,667	$20,402,650	$23,979,020	18%

- ↓ The rent costs and operating expenses in various County facilities and intra-county charges both decrease for FY 2022 primarily due to a technical adjustment to charge rent directly to the Development Fund rather than through an intra-county charge. Net rent including intra-county charges decreases only 1.2% due to a partial year of free rent for the renegotiation of the lease for office space in Ballston for Arlington Economic Development.

- ↑ Consultant expenses increase primarily due to the addition of $200,000 one-time funding for Equity training, $100,000 in one-time funding for the implementation of recommendations in the Barrier Analysis, $125,000 for the establishment of a civilian review board for collective bargaining, and $50,000 for continuation of restorative justice work, partially offset by the removal of funding for matching grant requirements and regional initiatives ($270,088).
- ↑ Memberships increase based on the addition of $100,000 of one-time funding for the Northern Virginia Economic Development Consortium, partially offset by decreased dues charged by regional organizations ($19,473).
- ↑ Employer of Choice program funding increases due to the inclusion of funding for a one-time $500 bonus for all permanent staff and an increase in the dependent care benefit for employees, partially offset by a decrease in the Compensation Contingent ($150,000) and a lower budgetary adjustment to capture departmental savings from the continuation of the hiring freeze in FY 2022.
- ↑ Fuel and Fleet savings increase due to the realignment of costs to department fuel budgets and the projected demand/costs for fuel in the FY 2022 General Fund budget as well as countywide savings due to the deferral of vehicle replacement.
- 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, or for a particular purpose (Affordable Housing Investment Fund).

The budget removes the historically budgeted General Fund General Contingent ($250,000). With the County Board's increase of the Stabilization Reserve to one percent of the County's General Fund, this contingent reserve is no longer needed.

Additionally, in FY 2021, a $17.5 million reserve contingent has been set aside to address any unforeseen impacts of the economic and health crisis. A portion of this contingent ($5.0 million) is funded from FY 2019 close-out while the remainder is funded from a portion of one-time payment from ground lease revenue ($12.5 million). This contingent is set aside to address any additional needs in vaccine distribution; testing and tracing efforts; housing and safety net services; support for our small businesses, tourism industry, and nonprofit partners; resources for safe operations of County services; and additional unanticipated needs.

The Affordable Housing Investment Fund (AHIF) totals $8.9 million, consistent with the ongoing funding in the FY 2021 adopted budget. Total AHIF funding includes base ongoing, 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
Base Budget	$6,874,790
Federal HOME (in Housing and Community Development Fund)	608,342
Recordation Tax Increment	1,428,412
TOTAL	**$8,911,544**

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 budget included 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 2022, the 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 2022 the County Manager will come back to the Board in a subsequent County Board action.

The Economic Development Contingent increases due to the projected funding required in FY 2022 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 $2,491,028 includes $991,028 in one-time funds and $1,500,000 in ongoing funding.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
General Contingent	-	$250,000	-	-100%
Affordable Housing Investment Fund (AHIF)[1]	-	15,393,342	$6,874,790	-55%
AHIF - Incremental Recordation Tax	-	1,428,412	1,428,412	-
Stabilization Reserve	-	-	-	-
Economic Development Contingent	$2,048,318	2,389,371	2,491,028	4%
COVID Contingent	5,729,401	10,200,000	17,500,000	72%
Total Expenditures	$7,777,719	$29,661,125	$28,294,230	-5%

[1] Federal HOME funding is budgeted in the Housing and Community Development fund beginning in FY 2019. In FY 2022, $608,342 of the total $8.9 million in AHIF funding is budgeted in the Community Development Fund.

DEBT SERVICE

The FY 2022 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 $82,934,419, which includes $1.8 million for debt service on Buckingham Village 3 and $7.6 million for debt service on revenue bonds issued for short-term financed projects and paid for from the short-term finance debt service budget. The Buckingham debt service has been budgeted in Non-Departmental and will be paid for from the Affordable Housing Investment Fund (AHIF). The net FY 2022 proposed General Fund debt service budget totals $73,564,710.

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. Payment of Stormwater bonded indebtedness is provided for in the Stormwater Fund.

FY 2022 PRIORITIES

The FY 2022 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 $50 million in new money GO bonds in CY 2021 as approved in the referenda from CY 2014, CY 2016, CY 2018, and CY 2020.

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 https://budget.arlingtonva.us/debt-policies/). 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 percent);
- Ratio of Tax supported General Obligation Debt and Subject to Appropriation Financing to Market Value of County Taxable Real and Personal Property (three percent);
- Ratio of Tax supported General Obligation Debt to Resident Per Capita Income (six percent); 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.

The general obligation bonds planned in CY 2021 are based on the approved projects in the Adopted FY 2021 Capital Improvement Plan (CIP). Outstanding debt service is based on completed bond sales and required principal and interest payments due to bondholders.

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 in October 2020 as part of the issuance of the Series 2020 GO bonds. 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.

2021 NEW MONEY BONDS

The proposed debt service budget was developed assuming a County GO bond sale of approximately $50 million in the spring of 2021. The initial debt service payments due in FY 2022 are approximately $3.0 million in the General Fund and $3.8 million in the School Debt Service Fund for their issuance of approximately $38 million of bonds.

SPRING 2021 NEW MONEY BOND ISSUANCE AND AUTHORIZED BUT UNISSUED BONDS

Referendum Category	Amount Issued	Authorized Unissued Bonds
Local Parks & Recreation	7.47	0.00
Metro	21.30	0.00
Transportation	5.64	3.00
Metro & Transportation	26.94	3.00
Community Infrastructure	15.49	8.30
County General Obligation Bonds	**$49.90**	**$11.30**
School General Obligation Bonds	37.80	24.40
Utility General Obligation Bonds	-	-
Stormwater General Obligation Bonds	7.51	43.33
Total General Obligation Bonds	**$95.21**	**$79.03**

In $ millions, numbers may not add due to rounding

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 that are not financed under voter approved general obligation bond referenda. 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 2022 proposed General Fund debt service budget is $73,564,710, a seven percent increase over the FY 2021 adopted budget. This excludes debt service for bonds issued for short-term finance projects and paid for from short-term finance debt service budget, and also debt service for Buckingham Village 3 and paid for from AHIF funds (budgeted accordingly in Non-Departmental).

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Principal	$45,998,185	$42,936,034	$52,167,528	22%
Interest	27,809,393	27,687,620	30,641,891	11%
Other (1)	4,950	125,000	125,000	-
Total Expenditures (2)	73,812,528	70,748,654	82,934,419	17%
Less: Debt Service Supported by AHIF	(1,785,400)	(1,785,906)	(1,760,453)	(1%)
Less: Short-Term Finance Revenue Bonds	-	-	(7,609,256)	-
Total Non-AHIF Supported Debt Service	$72,027,128	$68,962,748	$73,564,710	7%

(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 (2011/2013/2017/2020)

Outstanding General Fund Debt Service
and Estimated FY 2022 GO Bond Debt Service (1)(2)

	Existing General Fund Debt Service(1)			FY2021 GO Bond Debt Service(2)			Total New and Existing General Fund Debt Service		
Fiscal Year	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
2021	42,151,034	24,632,617	66,783,651	-	-	-	42,151,034	24,632,617	66,783,651
2022	43,640,000	26,758,248	70,398,248	$997,900	2,043,563	$3,041,463	44,637,900	28,801,810	73,439,710
2023	45,245,000	24,441,957	69,686,957	1,995,800	2,444,855	4,440,655	47,240,800	26,886,812	74,127,612
2024	47,135,000	22,598,800	69,733,800	2,605,628	2,345,065	4,950,693	49,740,628	24,943,865	74,684,493
2025	48,120,000	20,805,624	68,925,624	2,605,628	2,214,784	4,820,411	50,725,628	23,020,408	73,746,035
2026	46,300,000	18,953,583	65,253,583	2,605,628	2,084,502	4,690,130	48,905,628	21,038,085	69,943,713
2027	46,415,000	17,072,357	63,487,357	2,605,628	1,954,221	4,559,849	49,020,628	19,026,577	68,047,205
2028	43,840,000	15,191,534	59,031,534	2,605,628	1,823,939	4,429,567	46,445,628	17,015,474	63,461,102
2029	41,870,000	13,438,053	55,308,053	2,605,628	1,693,658	4,299,286	44,475,628	15,131,711	59,607,339
2030	41,970,000	11,763,399	53,733,399	2,605,628	1,563,377	4,169,004	44,575,628	13,326,776	57,902,404
2031	41,420,000	10,110,753	51,530,753	2,605,628	1,433,095	4,038,723	44,025,628	11,543,848	55,569,476
2032	39,495,000	8,588,086	48,083,086	2,605,628	1,302,814	3,908,442	42,100,628	9,890,900	51,991,528
2033	35,720,000	7,228,423	42,948,423	2,605,628	1,172,533	3,778,160	38,325,628	8,400,956	46,726,583
2034	30,460,000	6,000,523	36,460,523	2,605,628	1,042,251	3,647,879	33,065,628	7,042,774	40,108,402
2035	29,030,000	4,835,875	33,865,875	2,605,628	911,970	3,517,598	31,635,628	5,747,845	37,383,472
2036	24,940,000	3,766,331	28,706,331	2,605,628	781,688	3,387,316	27,545,628	4,548,019	32,093,647
2037	23,680,000	2,815,100	26,495,100	2,605,628	651,407	3,257,035	26,285,628	3,466,507	29,752,135
2038	17,960,000	1,927,400	19,887,400	2,605,628	521,126	3,126,753	20,565,628	2,448,526	23,014,153
2039	13,820,000	1,257,750	15,077,750	2,605,628	390,844	2,996,472	16,425,628	1,648,594	18,074,222
2040	8,410,000	691,500	9,101,500	2,605,628	260,563	2,866,191	11,015,628	952,063	11,967,691
2041	8,410,000	341,750	8,751,750	2,605,628	130,281	2,735,909	11,015,628	472,031	11,487,659
2042	1,335,000	133,500	1,468,500	-	-	-	1,335,000	133,500	1,468,500
2043	1,335,000	66,750	1,401,750	-	-	-	1,335,000	66,750	1,401,750
Total	$722,701,034	$243,419,912	$966,120,946	$49,895,000	$26,766,535	$76,661,535	$772,596,034	$270,186,447	$1,042,782,481

[1] Includes both general obligation and subject to revenue bonds. Excludes AHIF and Short-Term Finance bonds

[2] Includes the issuance of FY 2021 GO bonds ($49.9MM)

Ratio of Annual Debt Service for General Obligation Debt to Total General Governmental Expenditures Fiscal Years 2018 to 2022 [(1)]

Fiscal Year	Principal	Interest	Total Debt Service	Total Expenditures	Ratio of Debt Service to Total Expenditures
2018	87,251,352	34,206,183	121,457,535	1,375,495,727	8.83%
2019	85,168,385	40,780,952	125,949,337	1,416,428,904	8.89%
2020	84,039,899	48,921,008	132,960,907	1,446,764,988	9.07%
2021[(2)]	78,744,784	43,192,106	121,936,890	1,520,705,985	8.02%
2022[(2)]	83,262,900	48,714,364	131,977,264	1,543,403,639	8.55%

(1) Includes General Fund and Arlington Public Schools debt service. Does not include debt service on general obligation bonds payable from the Utilities Enterprise Fund, bonds payable by a pledge of the water and wastewater system, or debt service on revenue bonds payable from the Ballston Garage Enterprise Fund; includes subject to appropriation financings, including 2011 IDA Bonds, 2013 IDA Bonds, 2017 IDA Bonds, and 2020 IDA bonds.
(2) Estimated Values for Debt Service and Expenditures for FY 2021 and FY 2022

Key Debt Ratios Fiscal Years 2018 to 2022[(3)]

Fiscal Year	Population	Estimated Market Value of Taxable Property Calendar Year Ended December 31[(1)]	Net Bonded Indebtedness at June 30[(2)]	Net Bonded Indebtedness Per Capita	Net Bonded Indebtedness as a Percent of Market Value (3% Cap)	Per Capita Income	Net Bonded Indebtedness as a Percent Per Capita Income (6% Cap)
2018	225,200	77,994,475,377	1,083,889,914	4,813	1.39%	87,986	5.47%
2019	226,400	80,852,761,690	1,167,441,528	5,157	1.44%	89,487	5.76%
2020	231,800	84,464,076,093	1,083,401,629	4,674	1.28%	95,198	4.91%
2021 [(3)]	234,800	86,259,342,503	1,304,600,000	5,556	1.51%	96,150	5.78%
2022 [(3)]	237,800	87,984,529,353	1,210,287,100	5,090	1.38%	97,111	5.24%

Sources: Market value and net bonded indebtedness – Arlington County Department of Management and Finance. Population data – Bureau of Economc Analysis Per Capita Personal Income (CAINC1)
(1) Includes real property, personal property and public service corporation property.
(2) Excludes general obligation bonds payable from the Utilities Enterprise Fund, bonds payable by a pledge of the water and wastewater system, bonds payable from the Transportation Capital Fund, Ballston Parking Garage revenue bonds payable from the Ballston Garage Enterprise Fund and includes subject to appropriation financings, including the 2011 IDA Bonds, 2013 IDA Bonds, and 2017 IDA Bonds. Excludes unamortized bond premium/discount.
(3) Data for Fiscal Years 2020 and 2021 are estimates

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 – Funding recommendations 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 2022.

PROPOSED FY 2022 REGIONALS/CONTRIBUTIONS

		FY 2020 Actuals	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Group I	Metro Washington Council of Governments	$429,103	$437,977	$426,649	-3%
Group I	Northern Virginia Regional Commission	143,444	144,619	145,291	-
Group I	Northern Virginia Community College	36,591	36,559	581,460	1490%
Group I	Health Systems Agency of Northern Virginia	20,600	20,600	20,600	-
Group I	Northern Virginia Regional Park Authority	448,783	463,166	472,196	2%
Group I	Northern Virginia Transportation Commission	61,616	64,369	64,369	-
Group II	Northern Virginia Criminal Justice Academy	652,669	660,004	649,242	-2%
Group II	Northern Virginia Juvenile Detention Home	2,019,908	1,438,797	1,264,757	-12%
Group III	Friends of Guest House	46,643	46,643	46,643	-
Group III	Arlington Independent Media	415,240	397,978	311,579	-22%
Group III	CrisisLink	130,526	130,526	130,526	-
Group III	Northern Virginia Family Service	189,384	98,632	-	-100%
Group III	Animal Welfare League of Arlington	1,419,517	1,419,517	1,419,517	-
Group III	Legal Services of Northern Virginia	430,455	430,455	430,455	-
Group III	Virginia Adult Probation and Parole	95,761	96,241	202,193	110%
Group III	Offender Aid and Restoration	456,145	456,145	456,145	-
Group III	Literacy Council of Northern Virginia	23,457	23,457	23,457	-
Group III	Capital Caring (formerly Capital Hospice)	14,051	14,051	-	-100%
Group III	Ethiopian Community Development Council	140,573	140,573	140,573	-
Group III	Endependence Center	92,566	92,566	92,566	-
Group IV	Northern Virginia Resource Center for the Deaf and Hard of Hearing Persons	48,354	52,649	52,649	-
Group IV	Brain Injury Services	22,921	27,543	27,543	-
Group IV	National Rehabilitation and Rediscovery Foundation, Inc.	11,059	15,223	15,223	-
Group IV	Columbia Lighthouse for the Blind	29,576	-	-	-
Group IV	Washington Metropolitan Ear	-	16,496	16,496	-
	Total Regional Expenditure	**$7,378,942**	**$6,724,786**	**$6,990,129**	**4%**

GROUP I: CONTRIBUTION IS BASED ON A POPULATION-DRIVEN OR LAND USE FORMULA

Metropolitan Washington Council of Governments (COG)

Arlington County's FY 2022 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. In addition, a Public Safety Fund was established to help administer these projects. The FY 2022 proposed contribution of $426,649 is the total cost of maintaining these programs ($135,092) and the Public Safety Fund ($24,691), in addition to the annual COG membership dues and fees ($266,866).

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to'22
Membership Dues and Fees	$257,095	$266,822	$266,866	-
Regional Emergency Preparedness Programs				
Program Administration (Public Safety Fund)	23,134	24,057	24,691	3%
Programs (formerly funded by UASI grants)	148,874	147,098	135,092	-8%
Total Expenditures	**$429,103**	**$437,977**	**$426,649**	**-3%**

Northern Virginia Regional Commission (NVRC)

Arlington County's FY 2022 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 2022 is based on a $0.60 per capita rate.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	**$143,444**	**$144,619**	**$145,291**	**-**

Northern Virginia Community College (NVCC)

Arlington County's FY 2022 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. In FY 2022, funding for NVCC that was previously budgeted in the County's capital finance budget has been reallocated to the Regionals operating budget to fund an Online Early College High School partnership between NVCC and Arlington County Public Schools.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
General Contribution	$23,991	$23,959	$568,860	2274%
Scholarship	12,600	12,600	12,600	-
Total Contribution	**$36,591**	**$36,559**	**$581,460**	**1490%**

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$448,783	$463,166	$472,196	2%

Northern Virginia Transportation Commission (NVTC)

Arlington County's FY 2022 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$61,616	$64,369	$64,369	-

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$652,669	$660,004	$649,242	-2%

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.

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 2022 proposed budget reflects a reduced expenditure contribution due to an increase in grant revenue and reduced facility expenditures.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	**$2,019,908**	**$1,438,797**	**$1,264,757**	**-12%**

GROUP III: NON-PROFIT COMMUNITY ORGANIZATIONS

Friends of Guest House

Guest House provides housing, employment, and counseling services to female parolees.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2022 Proposed Budget reflects the removal of one-time funds added in the FY 2021 Adopted Budget and the continuation of a five percent reduction in ongoing funding as outlined in the FY 2020 Adopted Budget ($16,399). The five percent ongoing reduction in FY 2022 is the third and final year of this reduction.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	**$415,240**	**$397,978**	**$311,579**	**-22%**

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 was eliminated over a three-year period starting in FY 2020, with the contract being fully eliminated in FY 2022. These services will be transitioned to the Department of Human Services' Community Assistance Bureau's 6.25 FTE human services specialists over the three-year period with no reduced or delayed service delivery.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	**$189,384**	**$98,632**	**-**	**-100%**

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2022 proposed budget increases the funding to 15.0 percent.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	**$95,761**	**$96,241**	**$202,193**	**110%**

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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, bereavement counseling, and a patient assistance program for the uninsured so they may receive services.

The FY 2022 proposed budget eliminates this contract due to other area organizations offering the same services, such as the Department of Human Services and the Virginia Hospital Center. Households needing financial assistance may be eligible for funding from the Department of Human Services emergency assistance program. As the primary provider of hospice and palliative care in the County, some clients may be referred to the Virginia Hospital Center for services. The County will continue to provide approximately $50,000 in annual financial support by exempting the organization's Arlington property from real and personal property taxes.

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$14,051	$14,051	-	-100%

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$48,354	$52,649	$52,649	-

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$22,921	$27,543	$27,543	-

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$11,059	$15,223	$15,223	-

Columbia Lighthouse for the Blind

Starting 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	$29,576	-	-	-

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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Total Contribution	-	$16,496	$16,496	-

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 2022, 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 2022 PRIORITIES

WMATA's priorities in FY 2022 are utilize federal funding to support the regional economy and continue providing transit service, to implement new Silver Line Phase II service, 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 2022 proposed General Fund transfer for WMATA is $46,622,208, a two percent reduction in ongoing General Fund support. An increase to the County's available state transit aid and gas tax balances is being utilized to meet the overall one percent increase to the County's WMATA FY 2022 operating subsidy.

The major driver for the FY 2022 operating budget is the ongoing reduction to ridership and fare revenues on Metrobus and Metrorail due to the COVID-19 pandemic. The startup and operating costs related to Silver Line Phase II, which continues to be delayed, will also impact the FY 2022 operating budget once operations begin. Continued in FY 2022 is the receipt by WMATA of one-time federal funds provided to assist transit agencies nationwide that are impacted due to COVID-19. These funds can be used by agencies to address expenditures or revenues that were directly impacted by the COVID-19 pandemic.

BUDGET DESCRIPTION

The Metro General Manager provided his FY 2022 proposed budget in December 2020. The WMATA operating budget totals $2.1 billion, while the capital budget totals $2.6 billion. The operating budget is funded primarily from passenger fares and other revenues, with the balance paid by the local funding jurisdictions. In FY 2022, federal funding is included as a one-time funding source to offset revenue and expenditure impacts of the COVID-19 pandemic. 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 increases were approved as part of the FY 2021 operating budget, however due to COVID-19 the increases were deferred six months before being ultimately repealed in November 2020.

Prior to COVID-19, Metrorail provided over 175 million passenger trips and Metrobus provided over 120 million trips annually. The Metrorail system serves 11 stations in Arlington along four lines (Orange, Silver, Yellow, and Blue) and Metrobus 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 2022 - FY 2026 Capital Improvement Program (CIP) financial plan relies on a forecasted investment of $13.6 billion funded by the federal government, state and local governments, and other sources. Of the $13.6 billion six-year plan: $2.1 billion comes from federal funding; state and local jurisdiction contributions total $5.7 billion including a match to PRIIA funding; $76 million from reimbursable local projects; $5.6 billion comes from new dedicated funding approved in 2018 by the District of Columbia, Maryland, and the Commonwealth of Virginia.

Arlington's share of WMATA's Proposed CIP for FY 2021 is $23 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 2022, it is projected that fare revenues will remain substantially below historical levels and only cover approximately 9 percent of operating expenditures. The federal government approved the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) that will help WMATA in FY 2021 and FY 2022 to offset some of the revenue and expenditure impacts due to the COVID-19 pandemic. 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 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Metrobus [1]	$35,147,328	$35,151,115	$35,151,115	-
Metrorail	41,841,624	42,803,062	43,368,906	1%
Silver Line Phase II	-	7,321,818	7,321,818	-
MetroAccess	1,171,480	1,221,480	1,221,480	-
FY 2019 Labor and MetroAccess Costs [2]	2,873,873	-	-	-
Total WMATA Subsidy	**81,034,305**	**86,497,475**	**87,063,319**	**1%**
Source of Contributions				
State Transit Aid	30,445,526	28,163,330	29,915,730	6%
Regional Gas Tax	2,650,000	1,000,000	1,000,000	-
Subtotal, NVTC REVENUES	33,095,526	29,163,330	30,915,730	6%
Transportation Capital Fund - New Bus Operating Costs [1]	341,142	341,142	341,142	-
CARES Act Funding	-	9,184,239	9,184,239	-
Total Revenues/Other Sources	**33,436,668**	**38,688,711**	**40,441,111**	**5%**
One-Time Funding [2]	2,838,033	1,186,556	-	-100%
Ongoing General Fund Tax Support	44,759,604	46,622,208	46,622,208	-
TOTAL NET GENERAL FUND TAX SUPPORT	**$47,597,637**	**$47,808,764**	**$46,622,208**	**-2%**

[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 included in FY 2022.

[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.

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 2022 proposed expenditure budget for the Ballston Quarter Tax Increment Financing Area is $1,928,165. 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 and Series 2016B bond issuance. The FY 2022 budget reflects:

- ↓ Revenue decreases based on lower CY 2021 real estate assessments generating less real estate tax revenue partially offset by higher projected meals tax revenue as the impact of COVID-19 subsides.
- ↓ Expenditures decrease due to the requirement to transfer all collected TIF revenues to the Ballston Quarter CDA to pay debt service.

PROGRAM FINANCIAL SUMMARY

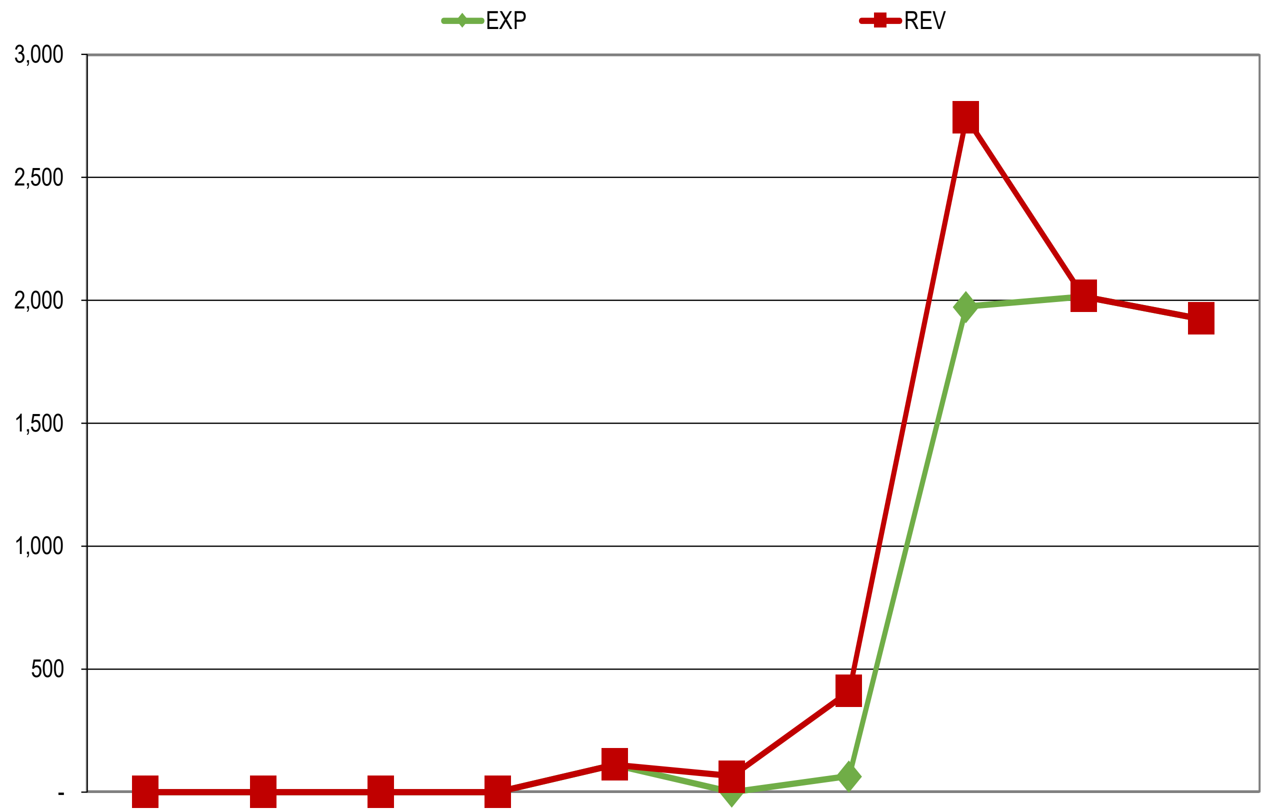
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change ‘21 to ‘22
Debt Service	$1,974,215	$2,018,464	$1,928,165	-4%
Total Expenditures	1,974,215	2,018,464	1,928,165	-4%
Total Revenues	2,745,120	$2,018,464	$1,928,165	-4%
Change in Fund Balance	$770,905	-	-	-

BALLSTON QUARTER TAX INCREMENT FINANCING AREA
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
BALANCE, JULY 1	$410,059	-	$1,180,964	-
REVENUES				
Real Estate Tax	1,250,410	1,811,540	1,449,614	1,408,690
Sales Tax	73,299	-	-	-
Meals Tax	344,218	206,924	-	519,475
Special Assessment	1,077,193	-	359,678	-
TOTAL REVENUES	2,745,120	2,018,464	1,809,292	1,928,165
TOTAL BALANCE AND REVENUES	3,155,179	2,018,464	2,990,256	1,928,165
EXPENSES				
Transfer to Ballston Quarter CDA	-	-	-	-
Trustee	1,974,215	2,018,464	2,990,256	1,928,165
TOTAL EXPENSES	1,974,215	$2,018,464	$2,990,256	$1,928,165
BALANCE, JUNE 30	**$1,180,964**	**-**	**-**	**-**

The FY 2021 re-estimate column reflects lower projected real estate tax revenues of $1,449,614 due to lower property assessments. These funds will be transferred, along with special assessment revenues of $359,678, and $1,180,964 of revenues collected in FY 2020 but disbursed in FY 2021, to the Ballston Quarter CDA Trustee to fund debt service.

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	-	-	-	-	$112	-	$65	$1,974	$2,018	$1,928
REV	-	-	-	-	$112	$65	$410	$2,745	$2,018	$1,928
Change in Fund Balance	-	-	-	-	-	$65	$345	$771	-	-

Fiscal Year	Description	FTEs
FY 2017	▪ The Ballston Quarter CDA was created in July 2016, setting aside 65 percent of incremental real estate 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 increased 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.	
FY 2021	▪ Revenue increases based on higher CY 2020 real estate assessments generating additional real estate taxes offset by lower projected sales and meals tax revenues due to the impact of COVID-19.	

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. In the 2020 legislative session, a bill was passed and signed by the Governor to remove that sunset date.

ARLINGTON CONVENTION & VISITORS SERVICE

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Travel and Tourism Promotion Fund is $952,700, a 21 percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Personnel decreases primarily due to the reduction itemized below.
- ↓ Non-personnel decreases due to a reduction in annual expense for maintenance and replacement of County vehicles ($564) and the reductions itemized below.
- ↓ Revenue decreases due to lowered projections of hotel occupancy and rates ($462,882), partially offset by one-time funding for increasing the General Fund transfer ($206,000).

FY 2022 Proposed Budget Reductions

Arlington Convention and Visitors Service

- ↓ Freeze a vacant Destination Sales Manager ($115,413, 1.0 FTE) and reduce operating budget funds ($131,333).

  IMPACT: Targeted reductions in marketing, outreach, training, and office supplies will slow down programmatic efforts that target business and leisure hotel stays in Arlington. Specific reductions include:

  - Freeze a vacant Destination Sales Manager ($115,413, 1.0 FTE);
  - Leisure marketing campaigns and ad optimization project ($40,268);
  - Memberships and postage ($24,065);
  - International marketing and regional partnerships ($20,000);
  - Meetings and convention sales activities ($20,000);
  - Consultants and contracted services related to data/research tools ($15,000); and
  - Employee Training ($12,000).

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$591,074	$791,205	$666,220	-16%
Non-Personnel	493,519	418,377	286,480	-32%
Total Expenditures	1,084,593	1,209,582	952,700	-21%
Transient Occupancy Tax	827,893	962,882	500,000	-48%
Transfer from the General Fund	246,700	246,700	452,700	84%
Grants	10,000	-	-	-
Total Revenues	$1,084,593	$1,209,582	$952,700	-21%
Change in Fund Balance	-	-	-	-
Permanent FTEs (Funded)	7.00	7.00	6.00	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

TRAVEL AND TOURISM PROMOTION FUND
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE*	FY 2022 PROPOSED
Beginning Balance, July 1	-	-	-	-
Transient Occupancy Tax Revenue	$827,893	$962,882	$240,000	$500,000
General Fund Transfer In	246,700	246,700	246,700	452,700
Grants	10,000	-	20,000	-
Total Revenues	1,084,593	1,209,582	506,700	952,700
Total Balance, Revenues and Transfers In	1,084,593	1,209,582	506,700	952,700
Personnel	591,074	791,205	609,986	666,220
Operating	493,519	418,377	331,169	286,480
Total Expenditures	$1,084,593	$1,209,582	941,155	$952,700
Closing Balance, June 30	-	-	($434,455)	-

*The FY 2021 re-estimate projects a budget gap of $434,455 due to declining transient occupancy taxes. The fund will be balanced at year-end with savings from Arlington Economic Development's General Fund budget.

PERFORMANCE MEASURES

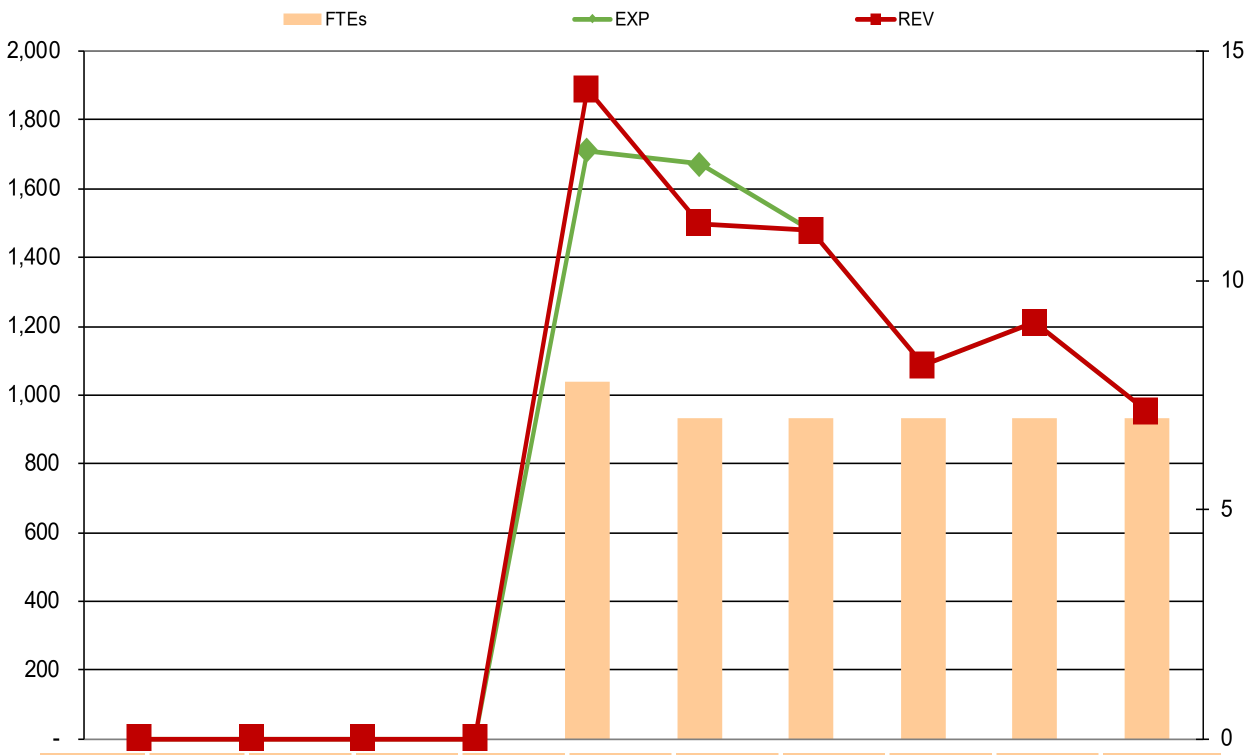
FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average daily rate of hotel rooms in Arlington	$164.46	$165.17	$161.97	$148.78	$116.37	$112.86
Hotel occupancy	77.4%	76.7%	74.0%	54.4%	29.4%	41.7%
Internet visits to ACVS	149,815	171,460	278,517	235,296	236,740	250,000
Leads for the booking of group room nights	50,575	67,136	67,615	116,018	10,374	18,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Conversion rate of leads to actual bookings for group room nights	52%	44%	53%	20%	19%	33%
Group room nights booked	26,391	29,261	36,065	23,719	2,000	6,000
Visitor services in-person	13,198	17,210	19,822	12,602	1,000	6,000
Visitors guides and other distributions	118,419	114,569	107,675	51,342	10,000	30,000
Visitor maps distributed	94,725	175,124	183,421	99,070	20,000	60,000

- FY 2020 Actuals, FY 2021 Estimates, and FY 2022 Estimates reflect 1) the dramatic short- and longer-term impacts of the COVID-19 crisis on Arlington's hospitality industry, and 2) resulting reductions to the ACVS marketing budget and promotional activities.
- FY 2021 and FY 2022 Hotel Average Daily Rates ($) and Hotel Occupancy (%) estimates are informed by a combination of Arlington actuals through August 2020 and extrapolation of data patterns from Tourism Economics/Virginia Tourism Corporation "downside scenario" projections for Northern Virginia.
- FY 2021 and FY 2022 Estimates for Internet Visits to ACVS reflect a pause in marketing activity from March through May 2020 due to COVID-19, and subsequent reductions of the ACVS marketing budget of nearly $600,000 (to-date) due to lower Transient Occupancy Tax revenue projections for both fiscal years.
- Group room night leads, bookings and the resulting conversion rate have been reduced due to the evaporation of group meetings and events due to coronavirus/public health concerns. Even with COVID-19 vaccinations in 2021, national industry data forecasts a slow (and likely incomplete) recovery stretching to at least 2023 or 2024.
- In-person visitor services via the Mobile Visitors Center stopped in March 2020 and are not expected to resume until community spread of COVID-19 has ceased. A minimal demand for visitor services is expected through FY 2021 (the small number of inquiries are being handled by phone and email), and orders for printed brochures and maps are being fulfilled at a fraction of the normal volume. Additionally, plans to publish a new 2021 Arlington Visitors Guide, Meeting Planners Guide and Map are highly uncertain, as the established advertising-based publishing model is failing as local businesses face extreme financial challenges.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	-	-	-	-	$1,711	$1,673	$1,478	$1,085	$1,210	$953
REV	-	-	-	-	$1,889	$1,498	$1,478	$1,085	$1,210	$953
FTEs	-	-	-	-	7.80	7.00	7.00	7.00	7.00	7.00

Fiscal Year	Description	FTEs
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)
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	▪ *Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25%) was made permanent by the General Assembly in the 2020 legislative session.*	
FY 2021	▪ Decreased trade and promotion funding ($288,940) as a result of lower revenue projections.	

Fiscal Year	Description	FTEs
	▪ Revenue decreased due to lower revenue projections in Transient Occupancy Taxes ($337,118) as a result of the COVID-19 outbreak.	

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 2022 proposed budget for the Ballston Business Improvement District is $1,471,612, a six percent decrease from the FY 2021 adopted budget. This expenditure budget includes $36,790 budgeted contribution to the BID's reserve fund balance to achieve the target of five percent of the fiscal year revenues.

- ↓ The proposed CY 2021 real estate tax rate is $0.045 per $100 of assessed value, no change from the CY 2020 tax rate. Due to a decrease in real estate assessed values, revenue decreases six percent ($98,323).

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	-	-	-	-
Non-Personnel	$1,460,340	$1,569,935	$1,471,612	-6%
Total Expenditures	1,460,340	1,569,935	1,471,612	-6%
Total Revenues	1,512,241	1,569,935	1,471,612	-6%
Change in Fund Balance	$50,253	$39,248	$36,790	-6%

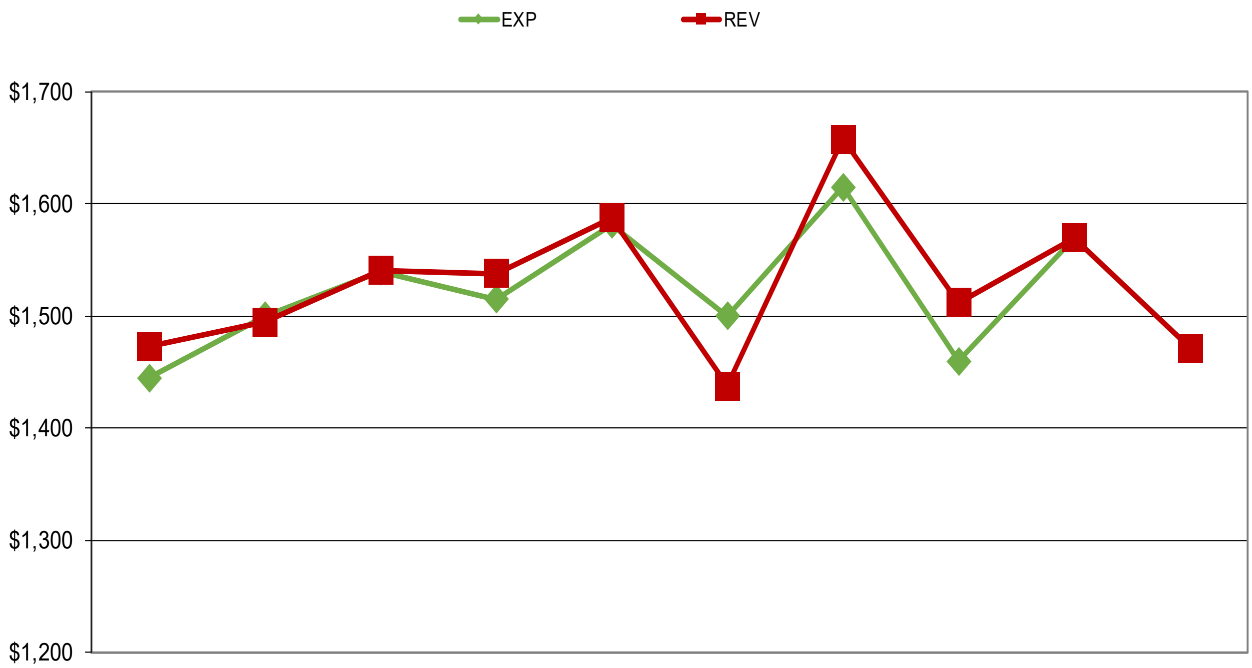
BALLSTON BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$58,201	$63,465	$110,102	$42,288
TOTAL BALANCE	58,201	63,465	110,102	42,288
REVENUES				
Interest Earned on Fund Balance	1,648	-	-	-
Special Assessment District Revenue	1,510,593	1,569,935	1,508,277	1,471,612
TOTAL REVENUES	1,512,241	1,569,935	1,508,277	1,471,612
TOTAL BALANCE AND REVENUES	1,570,442	1,633,400	1,618,379	1,513,900
EXPENSES				
Operating Budget (incl. Admin Fee)	1,460,340	1,530,687	1,529,455	1,434,822
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	1,460,340	1,530,687	1,529,455	1,434,822
Budgeted Contribution to Delinquency or Appeals	-	39,248	(21,177)	36,790
CLOSING BALANCE, JUNE 30	**$110,102**	**$102,713**	**$42,288**	**$79,078**

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 2022 proposed budget reflects adherence to this reserve balance policy.
2) The FY 2021 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 2021 revenue is from the June 2020 and October 2020 tax payments. Therefore, the FY 2021 re-estimated revenue is not impacted by the January 2021 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$1,445	$1,500	$1,540	$1,515	$1,582	$1,500	$1,615	$1,460	$1,570	$1,472
REV	$1,473	$1,495	$1,541	$1,538	$1,588	$1,438	$1,658	$1,512	$1,570	$1,472

Fiscal Year	Description	FTEs
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.	
FY 2021	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	

Our Mission: To provide supplemental services in support of successful revitalization of Rosslyn and its economic development

In December 2002, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Rosslyn. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The County Board adopted the Rosslyn Business Improvement District in FY 2004. Rosslyn Business Improvement Corporation (RBIC), an organization whose Board of Directors and committee membership includes owners and tenants of property located in the District, oversees the work program.

The Rosslyn BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed budget for the Rosslyn Business Improvement District is $4,208,809, a four percent increase from the FY 2021 adopted budget. The expenditure budget includes $105,220 budgeted contribution to the BID's reserve fund balance to achieve the target of five percent of the fiscal year revenues.

↑ The proposed CY 2021 real estate tax rate is $0.078 for each $100 of assessed value, no change from the CY 2020 tax rate. Due to an increase in assessed real estate values, revenue increases four percent ($155,416).

PROGRAM FINANCIAL SUMMARY

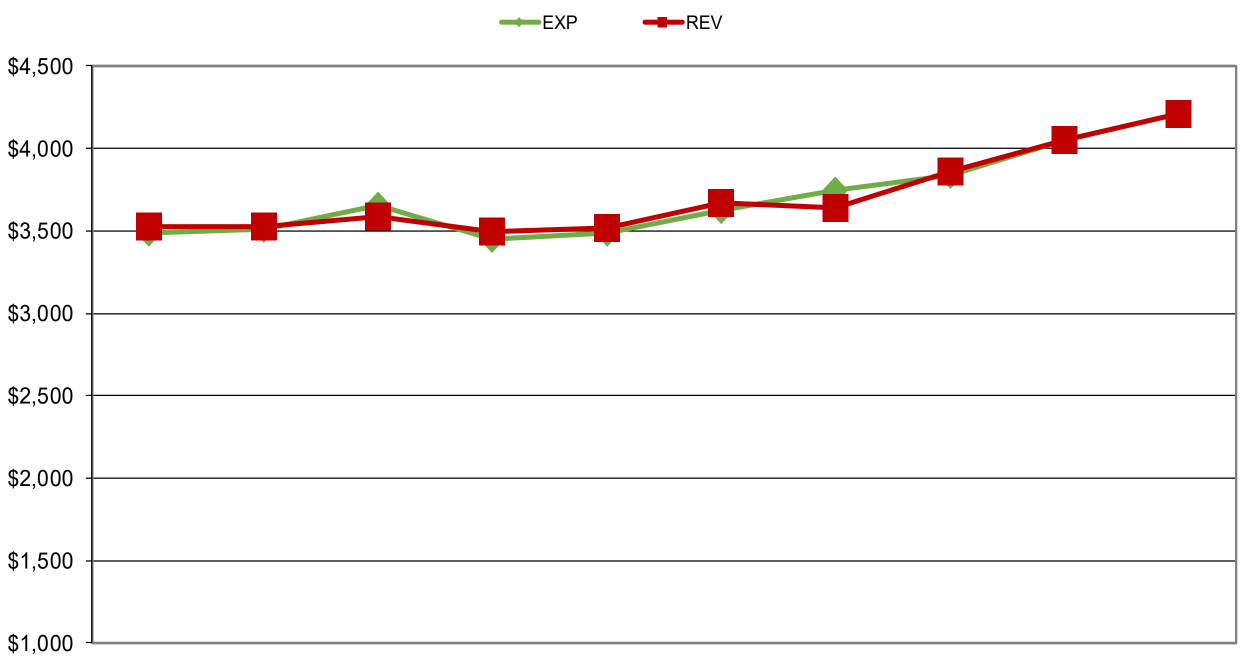
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	-	-	-	-
Non-Personnel	$3,838,405	$4,053,393	$4,208,809	4%
Total Expenditures	3,838,405	4,053,393	4,208,809	4%
Total Revenues	3,860,842	4,053,393	4,208,809	4%
Change in Fund Balance	$24,130	$89,692	$105,220	17%

ROSSLYN BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$161,036	$115,966	$183,473	$191,582
TOTAL BALANCE	161,036	115,966	183,473	191,582
REVENUES				
Interest Earned on Fund Balance	3,649	-	-	-
Special Assessment District Revenue	3,857,193	4,053,393	3,975,788	4,208,809
TOTAL REVENUES	3,860,842	4,053,393	3,975,788	4,208,809
TOTAL BALANCE AND REVENUES	4,021,878	4,169,359	4,159,261	4,400,391
EXPENSES				
Operating Budget (incl. Admin Fee)	3,833,574	3,963,701	3,956,433	4,103,589
Drawdown Requests	4,831	-	11,246	-
TOTAL EXPENSES	3,838,405	3,963,701	3,967,679	4,103,589
Budgeted Contribution to Delinquency or Appeals	-	89,692	-	105,220
CLOSING BALANCE, JUNE 30	**$183,473**	**$205,658**	**$191,582**	**$296,802**

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 2022 proposed budget reflects adherence to this reserve balance policy.
2) The FY 2021 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 2021 revenue is from the June 2020 and October 2020 tax payments. Therefore, the FY 2021 re-estimated revenue is not impacted by the January 2021 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$3,491	$3,508	$3,654	$3,449	$3,489	$3,624	$3,750	$3,838	$4,053	$4,209
REV	$3,524	$3,524	$3,583	$3,494	$3,517	$3,669	$3,637	$3,861	$4,053	$4,209

Fiscal Year	Description	FTEs
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.	
FY 2021	▪ 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 National Landing 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. In April 2020, the County Board passed an ordinance to change the name from the Crystal City BID to the National Landing BID.

The National Landing BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the National Landing Business Improvement District is $4,570,394, a four percent decrease from the FY 2021 adopted budget. This expenditure budget includes $114,260 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 2021 real estate tax rate is $0.043 for each $100 of assessed value, no change from the CY 2020 tax rate. Due to a decrease in real estate assessed values, revenue decreases four percent ($169,174).

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	-	-	-	-
Non-Personnel	$2,692,339	$4,739,568	$4,570,394	-4%
Total Expenditures	2,692,339	4,739,568	4,570,394	-4%
Total Revenues	2,656,341	4,739,568	4,570,394	-4%
Change in Fund Balance	($38,212)	$118,489	$114,260	-4%

NATIONAL LANDING BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	$68,103	$25,756	$32,106	$30,551
TOTAL BALANCE	68,103	25,756	32,106	30,551
REVENUES				
Interest Earned on Delinquency/Appeals Reserve	2,214	-	-	-
Special Assessment District Revenue	2,654,127	4,739,568	4,617,075	4,570,394
TOTAL REVENUES	2,656,341	4,739,568	4,617,075	4,570,394
TOTAL BALANCE AND REVENUES	2,724,444	4,765,324	4,649,181	4,600,945
EXPENSES				
Operating Budget (Admin Fee)	2,692,338	4,621,079	4,618,630	4,456,134
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	2,692,338	4,621,079	4,618,630	4,456,134
Budgeted Contribution to Delinquency or Appeals	-	118,489	-	114,260
CLOSING BALANCE, JUNE 30	**$32,106**	**$144,245**	**$30,551**	**$144,811**

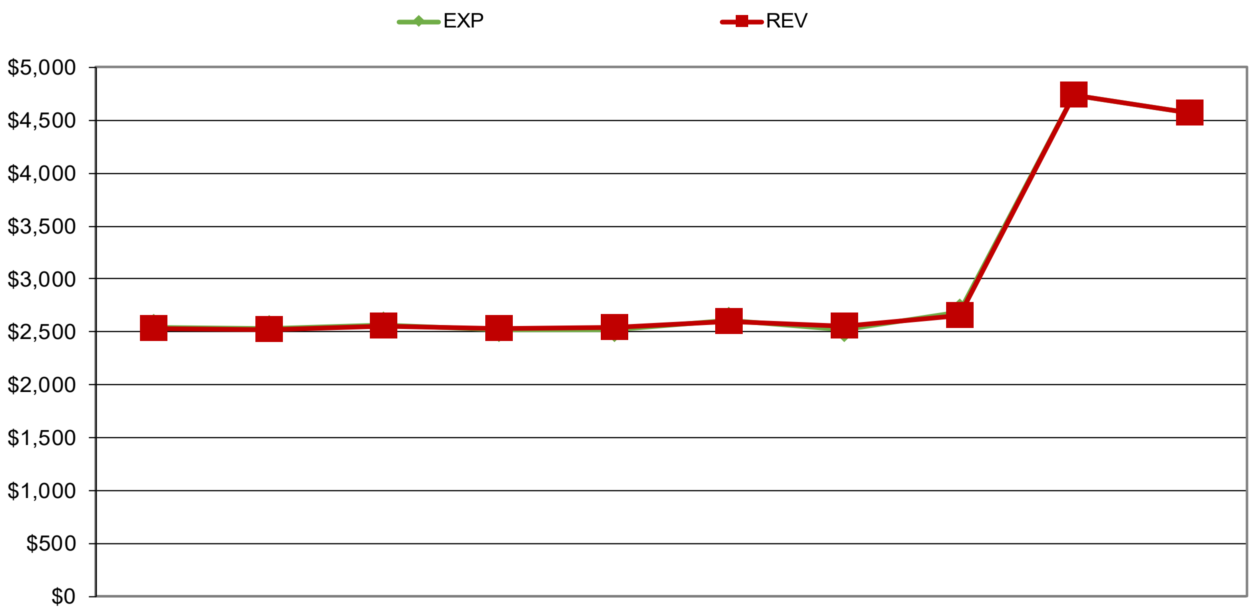
Notes:

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 2022 proposed budget reflects adherence to this reserve balance policy.

2) The FY 2021 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 2021 revenue is from the June 2020 and October 2020 tax payments. Therefore, the FY 2021 re-estimated revenue is not impacted by the January 2021 assessments.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$2,540	$2,526	$2,560	$2,514	$2,523	$2,614	$2,521	$2,692	$4,740	$4,570
REV	$2,532	$2,523	$2,551	$2,529	$2,539	$2,599	$2,554	$2,656	$4,740	$4,570

Fiscal Year	Description	FTEs
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.	
FY 2021	▪ 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 2022 Proposed budget totals $2,829,711 and includes funding from program income ($450,000), Community Development Block Grant (CDBG) funds ($1,344,512), federal HOME program funds ($731,345), and Community Services Block Grant funds ($303,854).

- ↑ Personnel increases primarily due to the planned one-time shift of additional personnel costs, in excess of the 4.5 budgeted FTEs, from the CPHD general fund ($100,000), partially offset by lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases from the FY 2021 revised budget primarily due to a decrease in CDBG and HOME program income funding as a result of the COVID-19 pandemic ($450,000), a shift in non-personnel grant dollars to cover additional personnel costs from the CPHD general fund ($100,000), Arlington County no longer having a Corporation Agreement with the City of Falls Church for CDBG and HOME funding ($92,113), and the removal of CARES Act funds included in the FY 2021 revised budget that will be expiring before FY 2022 ($2,259,252).

The Program Financial Summary on the following page includes revised FY 2021 revenue and expenses from County Board actions taken in May and October 2020 (Community Development Amended Annual Action Plans). The table provides a comparative percent change based on the FY 2021 revised budget to FY 2022 adopted budget.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual[1]	FY 2021 Revised[2]	FY 2022 Proposed	% Change '21 Revised to '22
Personnel	$334,882	$521,725	$658,348	26%
Non-Personnel	5,875,139	5,115,997	2,171,363	-58%
Total Expenditures	6,210,021	5,637,722	2,829,711	-50%
Program Income[3]	2,106,178	900,000	450,000	-50%
Grants - CDBG	1,854,071	1,410,969	1,344,512	-5%
Grants - HOME	1,771,500	763,647	731,345	-4%
Grants - CSBG	319,512	303,854	303,854	-
CARES Act	158,760	2,259,252	-	-100%
Total Revenues	6,210,021	5,637,722	2,829,711	-50%
Net Tax Support				
Permanent FTEs	4.50	4.50	4.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.50	4.50	4.50	

[1] FY 2020 actuals include revenue from prior grant years as well as carry-over funds.
[2] The Amended FY 2021 Annual Action plan includes carryover funds from FY 2020 for federal CARES Act ($671,267 in CDBG funds and $239,159 in CSBG funds), as well as an additional $1,348,826 in federal CARES Act CDBG funds. Staff anticipates fully spending all CARES Act funds in FY 2021.
[3] FY 2021 Revised includes $500,000 in CDBG program income and $400,000 for HOME program income. For FY 2022, staff estimates $250,000 in CDBG program income and $200,000 in HOME program income.

CPHD COMMUNITY DEVELOPMENT FUND, FUND STATEMENT

	FY 2020 Actual	FY 2021 Revised	FY 2022 Proposed	% Change '21 Revised to '22
Beginning Balance, July 1	-	-	-	-
Program Income	$2,106,178	$900,000	$450,000	-50%
Federal Revenue (CDBG)	1,854,071	1,410,969	1,344,512	-5%
Federal Revenue (HOME)	1,771,500	763,647	731,345	-4%
Federal/State Revenue (CSBG)	319,512	303,854	303,854	-
CARES Act	158,760	2,259,252	-	-100%
Total Balance and Revenues	6,210,021	5,637,722	2,829,711	-50%
Total Expenditures	$6,210,021	$5,637,722	$2,829,711	-50%
Closing Balance, June 30	-	-	-	

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of micro-enterprises assisted with loans and technical support	34	30	72	62	120	144
Number of owner-occupied units improved	13	19	14	11	15	15
Number of persons assisted through training and job placement/success rate	175/73%	247/58%	244/58%	258/68%	307/65%	278/65%
Number of persons benefiting from public service activities	757	4,503	9,706	4,772	5,622	5,187

- The FY 2019 – FY 2022 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 2020 – FY 2022 number of persons benefiting from public service activities is lower than previous years due to the size of the neighborhoods selected for the County's Small Grants Program.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of CDBG/CSBG sub grantees	23	26	24	23	25	25
Number of CDBG/CSBG assisted activities	25	27	23	28	27	28
Number of housing events and workshops sponsored	46	43	38	43	43	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 2022 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 2016-2022 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 received a portion of the County's CDBG and HOME funds for housing and community development programs administered within that jurisdiction. This agreement will conclude at the end of FY 2021.

Housing and Community Development Fund programs and costs for FY 2022 are summarized as follows:

PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL[2]	FY 2022 TOTAL[2]	FY 2022 CDBG	FY 2022 CSBG & TANF	FY 2022 AHIF[3]	FY 2022 HOME	FY 2022 General Fund[3]
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING								
Community Development Grant Funds	125,000	125,000	125,000	125,000	-	-	-	-
Moderate-Income Purchase Assistance Program (MIPAP) *[1]*	388,746	-	419,167	419,167	-	-	-	-
Multifamily Loan Fund	4,469,446	1,958,590	958,342	150,000	-	-	808,342	-
TOTAL, GOAL 1	**$4,983,192**	**$2,083,590**	**$1,502,509**	**$694,167**	**-**	**-**	**$808,342**	**-**
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES								
Community Development Grant Funds	798,805	845,750	778,854	329,500	299,854	99,500	-	50,000
TOTAL, GOAL 2	**$798,805**	**$845,750**	**$778,854**	**$329,500**	**$299,854**	**$99,500**	**-**	**$50,000**
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Community Development Fund Grants	50,000	75,000	120,000	25,000	-	95,000	-	-
TOTAL, GOAL 3	**$50,000**	**$75,000**	**$120,000**	**$25,000**	**-**	**$95,000**	**-**	**-**
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	3,000	5,000	5,000	5,000	-	-	-	-
Housing Outreach Program CPHD-HD *(public services funds only) [4]*	121,471	62,000	5,500	5,500	-	-	-	-
TOTAL, GOAL 4	**$124,471**	**$67,000**	**$10,500**	**$10,500**	**-**	**-**	**-**	**-**

PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL[2,5]	FY 2022 TOTAL[2]	FY 2022 CDBG	FY 2022 CSBG & TANF	FY 2022 AHIF[3]	FY 2022 HOME	FY 2022 General Fund[3]
FEDERAL PROGRAM ADMINISTRATION/PLANNING								
Federal Administration and Planning	216,344	532,725	662,348	535,345	4,000	-	123,003	-
Arl. County Administration of Falls Church Program	6,336	6,646	-	-	-	-	-	-
TOTAL, ADMINISTRATION/PLANNING	**$222,680**	**$539,371**	**$662,348**	**$535,345**	**$4,000**	**-**	**$123,003**	**-**
TOTAL, ARLINGTON GRANT	**$6,179,148**	**$3,610,711**	**$3,074,211**	**$1,594,512**	**$303,854**	**$194,500**	**$931,345**	**$50,000**
FALLS CHURCH								
Other Falls Church Programs	88,106	85,777	-	-	-	-	-	-
CDBG Administration - City of Falls Church	6,336	6,336	-	-	-	-	-	-
TOTAL, FALLS CHURCH	**$94,442**	**$92,113**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL, ARLINGTON AND FALLS CHURCH	**$6,273,590**	**$3,702,824**	**$3,074,211**	**$1,594,512**	**$303,854**	**$194,500**	**$931,345**	**$50,000**

[1] The County Board allocated $1.37M to the County's Moderate-Income Purchasing Assistance Program (MIPAP) in January 2017. Although not specifically budgeted in the FY 2021 Adopted Budget, staff anticipates using approximately $400,000 of this allocation (prior-year funds) for the MIPAP program in FY 2021.

[2] FY 2021 Adopted includes $500,000 in CDBG program income and $400,000 for HOME program income. FY 2021 assumes level funding of these sources. FY 2022 Proposed includes $250,000 in CDBG program income and $200,000 in HOME program income.

[3] 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.

[4] For FY 2022, in addition to the public services funds shown, approximately $100,000 in Administration and Planning funds will also be used to support the Housing Outreach program.

[5] The amounts in the table above for FY 2021 do not include carryover funds from FY 2020 for federal CARES Act ($671,267 in CDBG funds and $239,159 in CSBG funds), as well as an additional $1,348,826 in federal CARES Act CDBG funds. Staff anticipates fully spending all CARES Act funds in FY 2021.

Below are descriptions of these programs and supportive functions for FY 2022.

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 2016-2022 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 2022 proposed funding allocations appears 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, one-on-one counseling, and provide educational workshops to eligible prospective home buyers that will promote homeownership and prevent foreclosure for low- and moderate-income and minority households. EXPECTED OUTCOME: 25 families will become first-time Arlington homebuyers.
- **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: 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: $778,854 *($329,500 CDBG; $171,204 CSBG; $128,650 CSBG-TANF; $99,500 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; six individuals will be placed in jobs.
- **Bringing Technology Prosperity to Residents**: $20,000 in AHIF Housing Services funds (second 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.
- **Bringing Resident Services to Queens Court:** $24,500 AHIF Housing Services funds (first year of a two-year grant) to Arlington Partnership for Affordable Housing (APAH) to assist in the development of an onsite resident services program at Queen’s Court 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: 200 households supported.
- **Buckingham Youth Brigade**: $20,000 CDBG for BU-GATA to encourage civic involvement and develop leadership among youth and their families in the Buckingham neighborhood. EXPECTED OUTCOME: 15 students enrolled, 12 students will demonstrate improvement in skill areas.
- **Caregiver Education Workshops and Resource Fair:** $30,000 AHIF Housing Services funds (second 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: 100 caregivers and older adult participants in Resource Fair and four workshops held with an average of 15 new participants per quarter.

- **Case Management and Support Services:** $20,000 CDBG to Communities in Schools of NOVA to provide case management, family engagement and holistic school-wide programs to assist APS student and their families in accessing resources and other County services. EXPECTED OUTCOMES: 106 students served, 85 students will meet or exceed academic improvement goals.
- **Client Services Specialist**: $20,000 CSBG-TANF to Bridges to Independence (formerly 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: 40 low-income residents 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 in both middle school and high school through the Emerging Leaders I and II programs. EXPECTED OUTCOME: 150 students enrolled in both ELP programs, 30 students who complete ELP I will improve academic skills, 30 students who complete ELP II will stay on track towards graduating and will apply for college.
- **Employment and Training Programs**: $34,500 CDBG, $24,204 CSBG, and $33,650 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: 140 residents enrolled in training programs.
- **Employment Program:** $25,000 CSBG 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: 30 individuals enrolled and complete employment-focused courses pre-release; 30 individuals will be provided with employment assistance post-release, and 25 will secure employment.
- **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: 12 individuals enrolled in incubator program and seven individuals will create a viable business plan.
- **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: 20 individuals enrolled, 15 individuals will decrease risk for child abuse and neglect.
- **Helping Immigrant Youth Succeed**: $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: 35 students enrolled in afterschool program and job skills training programs; 3 students will complete an internship or work experience.
- **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: 35 individuals provided legal information and services, 15 cases closed in individual'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: 60 low-income individuals provided legal information and services; 10 clients will receive 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: 40 low-income individuals

provided legal information and services including work authorization, employment documents, and citizenship assistance.

- **Job Training and Entrepreneurship Center**: $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 enrolled in culinary-arts job training; 57 individuals placed in jobs.
- **Learning Rocks! Program**: $30,000 CSBG-TANF 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: 48 students enrolled; 38 students will improve academic skills by one grade level.
- **Micro-Enterprise Loan Program:** $45,000 CDBG to Enterprise Development Group (EDG) for local matching funds to provide microenterprise development services including technical assistance and business loans. Local match funding is necessary for EDG to leverage federal Small Business Administration (SBA) microloan program funds. EXPECTED OUTCOME: 13 loans will be made to microenterprises; 15 jobs created and 15 jobs retained; 30 small businesses will receive one-on-one technical assistance.
- **Money Smarts Pay 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 enrolled in program; 40 individuals graduating; 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 individuals enrolled in program; 100 individuals 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: 105 low- and very low-income students enrolled; 15 program graduates will participate in their freshman year of college.
- **Promising Futures – Housing Stability**: $20,000 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 provided referral support; 15 adults will improve computer literacy; seven adults will achieve new or improved employment.
- **Small Business Services:** $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: 10 loans will be made to microenterprises; 5 jobs created and 20 jobs retained; 40 small businesses will receive one-on-one technical assistance.
- **Supporting Seniors in Their Homes:** $25,000 AHIF Housing Services (first year of a two-year grant) to Arlington Neighborhood Village (ANV) to support its financial aid fund which provides ANV membership to low-income seniors, assisting them with everyday household tasks and errands in an effort to help seniors age in place. EXPECTED OUTCOME: Support 65 low-income seniors with financial aid.
- **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 low-income residents connected with services and programs.

- **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 individuals enrolled, nine will complete the program, seven participants will acquire or improve employment.

GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS

Total: $120,000 *($25,000 CDBG; $95,000 AHIF)*

- **Case Management Pilot Program:** $20,000 AHIF Housing Services (second 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 (second 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.
- **Supportive Housing for Formerly Incarcerated Women:** $45,000 in AHIF Housing Services (first year of a two-year grant) to Friends of Guest House to partner with three affordable housing organizations to match formerly incarcerated female residents with housing, while also assisting them to achieve financial stability, address existing health conditions, and reengage with peers and family members. EXPECTED OUTCOMES: Six formerly incarcerated women provided with supportive housing and case management services.

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- and moderate-income neighborhoods, with 2,000 participants.

FY 2022 COMMUNITY DEVELOPMENT FUND PROGRAM

PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL	FY 2022 PROPOSED	FY 2022 CDBG	FY 2022 CSBG & TANF	FY 2022 AHIF[1]	FY 2022 HOME	FY 2022 General Fund[1]
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.	20,089	25,000	25,000	25,000	-	-	-	-
Bridge to Work - Bridges to Independence	25,000	-	-	-	-	-	-	-
Bringing Technology Prosperity to Residents - APAH	-	20,000	20,000	-	-	20,000	-	-
Bringing Resident Services to Queens Court – APAH	-	-	24,500	-	-	24,500	-	-
Buckingham Youth Brigade - BU-GATA	24,074	25,000	20,000	20,000	-	-	-	-
Caregiver Education - Arl Retirement Housing Corp.	-	30,000	30,000	-	-	30,000	-	-
Case Management/Family Support – CIS of NOVA	-	-	20,000	20,000	-	-	-	-
Client Services Specialist – B2I (Formerly BAJCDC)	27,000	20,000	20,000	-	20,000	-	-	-
Columbia Hills Resident Services - APAH	20,000	-	-	-	-	-	-	-
Emerging Leaders - Edu-Futuro	25,000	25,000	25,000	25,000	-	-	-	-
Employment & Training Programs - AEC/DHS	129,116	108,750	92,354	34,500	57,854	-	-	-
Employment Program – OAR	35,000	35,000	25,000	-	25,000	-	-	-
Escala - NVFS	-	30,000	30,000	30,000	-	-	-	-
Fathers in Touch - CYEP	-	20,000	20,000	-	20,000	-	-	-
Gilliam Place & Fisher House Resident Services - APAH	50,000	50,000	-	-	-	-	-	-
Helping Immigrant Youth Succeed - Liberty's Promise	23,164	25,000	25,000	25,000	-	-	-	-
Immigrant Advocacy Center - Legal Aid Justice Center	25,000	25,000	25,000	-	25,000	-	-	-
Immigration Legal Services - Ayuda	13,528	20,000	20,000	-	20,000	-	-	-
Immigration Legal Services – Just Neighbors	25,000	25,000	25,000	-	25,000	-	-	-
Innovations in Healthy Aging - Arl Retirement Housing Corp.	26,139	50,000	-	-	-	-	-	-
Job Training and Entrepreneurship Center - La Cocina VA	24,999	25,000	25,000	-	25,000	-	-	-
Learning Rocks - Aspire!	-	30,000	30,000	-	30,000	-	-	-
Mental Health Transitions – CRI	1,667	-	-	-	-	-	-	-
Micro-Enterprise/Rental Asst. Loan Program – EDG	45,000	45,000	45,000	45,000	-	-	-	-
Money Smarts Program - VCE	25,000	25,000	25,000	25,000	-	-	-	-
Northern Virginia Dental Clinic - NVDC	22,000	22,000	22,000	-	22,000	-	-	-
Project Discovery - AHC	30,000	30,000	30,000	-	30,000	-	-	-
Promising Futures/Housing Stability - WHDC	25,000	25,000	20,000	20,000	-	-	-	-

PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL	FY 2022 PROPOSED	FY 2022 CDBG	FY 2022 CSBG & TANF	FY 2022 AHIF[1]	FY 2022 HOME	FY 2022 General Fund[1]
Providing Internet to Arlington Mill Residents - APAH	10,000	-	-	-	-	-	-	-
Small Business Development & Microlending – LEDC	37,929	40,000	40,000	40,000	-	-	-	-
Supporting Seniors in Their Homes – Arl Neighborhood Villages	11,000	-	25,000	-	-	25,000	-	-
Tenant Outreach Program – BU-GATA	46,101	50,000	50,000	-	-	-	-	50,000
Training Futures - NVFS	20,000	20,000	20,000	20,000	-	-	-	-
Volunteer Management - Arl Retirement Housing Corp.	32,000	-	-	-	-	-	-	-
TOTAL, GOAL 2	**$798,806**	**$845,750**	**$778,854**	**$329,500**	**$299,854**	**$99,500**	**-**	**$50,000**
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Case Management Pilot – Arlington Thrive	-	20,000	20,000	-	-	20,000	-	-
HOMES for Underserved Residents - AHC	25,000	25,000	25,000	25,000	-	-	-	-
Supportive Housing Project – A-SPAN	25,000	30,000	30,000	-	-	30,000	-	-
Supportive Housing – Friends of Guest House	-	-	45,000	-	-	45,000	-	-
TOTAL, GOAL 3	**$50,000**	**$75,000**	**$120,000**	**$25,000**	**-**	**$95,000**	**-**	**-**
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	3,000	5,000	5,000	5,000	-	-	-	-
TOTAL, GOAL 4	**$3,000**	**$5,000**	**$5,000**	**$5,000**	**-**	**-**	**-**	**-**
TOTAL CDF GRANTS	**$976,806**	**$1,050,750**	**$1,028,854**	**$484,500**	**$299,854**	**$194,500**	**-**	**$50,000**

[1] 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 2022 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 down payment and closing cost assistance to qualified low-income first-time homebuyers, using prior-year funds.

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

- **Moderate-Income Purchase Assistance Program (MIPAP):** $419,167 CDBG to the Arlington County Moderate-Income Purchase Assistance Program (MIPAP), which provides down payment and closing cost assistance to qualified low-income first-time homebuyers, as well as direct staff costs for administering the program. EXPECTED OUTCOMES: 10 low-income households will become first-time homebuyers in Arlington.
- **Multifamily Revolving Loan Fund:** $150,000 CDBG, $808,342 HOME allocated to the Arlington County Multifamily Revolving Loan Fund for the purposes of acquiring, rehabilitating

and/or building new multifamily affordable housing. EXEPECTED OUTCOME: To be determined housing development project using available CDBG and HOME funds.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

- **Housing Outreach Program:** $5,500 CDBG to provide two neighborhood cleanups in designated neighborhoods. EXPECTED OUTCOME: two neighborhood cleanup events held in Green Valley and Arlington Mill neighborhoods.

PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL	FY 2022 TOTAL	FY 2022 CDBG	FY 2022 HOME
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING					
Multifamily Loan Fund	4,469,446	1,558,590	958,342	150,000	808,342
Moderate-Income Purchase Assistance Program (MIPAP)	388,746	400,000	419,167	419,167	-
TOTAL, GOAL 1	**$4,858,192**	**$1,958,590**	**$1,377,509**	**$569,167**	**$808,342**
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS					
Housing Outreach Program - CPHD-HD (public service funds only)[1]	121,471	62,000	5,500	5,500	-
TOTAL, GOAL 4	**$121,471**	**$62,000**	**$5,500**	**$5,500**	**-**
TOTAL, OTHER PROGRAMS	**$4,979,663**	**$2,020,590**	**$1,383,009**	**$574,667**	**$808,342**

[1]For FY 2022, in addition to the public services funds shown, approximately $100,000 in Administration and Planning funds will also 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 2022, $535,345 in CDBG funds, $4,000 in CSBG funds, and $123,003 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.

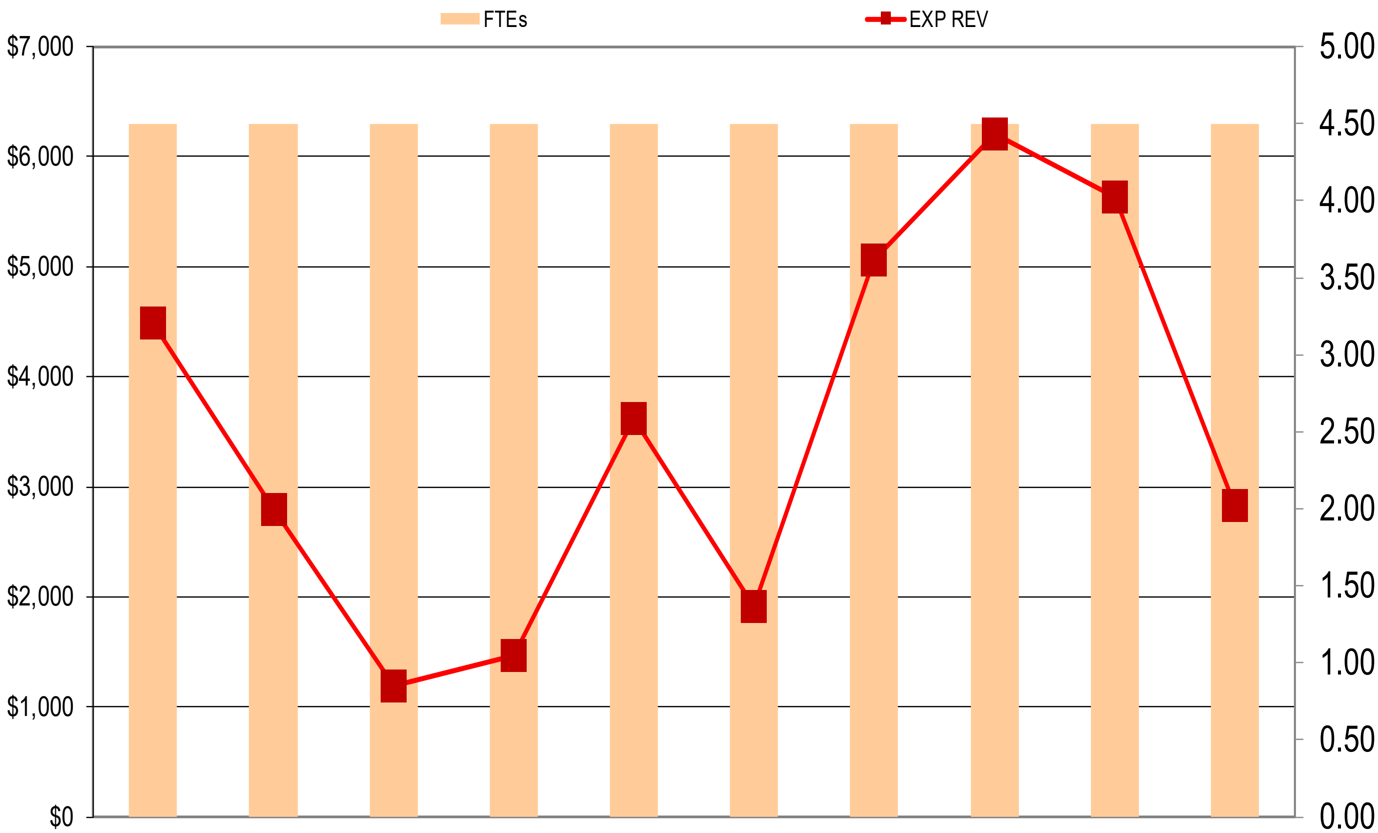
PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL	FY 2022 TOTAL	FY 2022 CDBG	FY 2022 CSBG	FY 2022 HOME
FEDERAL PROGRAM ADMINISTRATION/PLANNING						
Federal Administration and Planning – EN & PI	216,344	532,725	662,348	535,345	4,000	123,003
County Administration of Falls Church Program	6,336	6,646	-	-	-	-
TOTAL ADMINISTRATION/PLANNING	**$222,680**	**$539,371**	**$662,348**	**$535,345**	**$4,000**	**$123,003**

City of Falls Church CDBG and HOME Program Budgets

Prior to FY 2022, through a cooperation agreement, the City of Falls Church received a portion of the County's CDBG and HOME funds. This agreement will end at the conclusion of FY 2021. Information provided below is for historical and informational purposes.

PROGRAMS	FY 2020 TOTAL	FY 2021 TOTAL	FY 2022 TOTAL	FY 2022 CDBG	FY 2022 HOME
FALLS CHURCH					
CDBG Administration – City of Falls Church	6,336	6,646	-	-	-
Emergency Assistance- Community Services Council	4,385	4,384	-	-	-
Falls Church Housing Corp.	63,412	35,484	-	-	-
Mt. Daniels Even Start Family Literacy Program	4,484	4,484	-	-	-
Transitional Hsg. Homeless Rental Prog. – Homestretch	15,825	32,302	-	-	-
Other Falls Church Programs	-	8,813	-	-	-
TOTAL, FALLS CHURCH	**$94,442**	**$92,113**	**-**	**-**	**-**

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actuals	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Revised Budget	FY 2022 Proposed Budget
EXP	$4,492	$2,794	$1,186	$1,468	$3,622	$1,911	$5,056	$6,210	$5,638	$2,830
REV	$4,492	$2,794	$1,186	$1,468	$3,622	$1,911	$5,056	$6,210	$5,638	$2,830
FTEs	4.50	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 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);* 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*	

Fiscal Year	Description	FTEs
	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 $1,345,258 (a $18,062 decrease from FY 2019 revised);* o *HOME grant of $712,272 (a $49,943 decrease from FY 2019 revised);* o *CSBG grant of $279,995 (an $11,218 increase from FY 2019 revised).* ▪ *The County Board approved the Amended FY 2020 Annual Action Plan which included $830,027 in federal CARES Act CDBG funds and $239,159 in CSBG funds for COVID-19 relief* *Any unspent funds will be carried over into FY 2021.*	
FY 2021	▪ The County Board approved the final 2021 Community Development Action Plan. o Federal CDBG grant of $1,410,969 (a $65,711 increase from FY 2020 revised); o Federal HOME grant of $763,647 (a $51,375 increase from FY 2020 revised); o Federal and state CSBG grant of $303,854 (a $23,859 increase from FY 2020 revised). ▪ Program income levels remained at the FY 2020 levels for FY 2021 adopted. ▪ *The County Board approved the Amended FY 2021 Annual Action plan which included carryover funds from FY 2020 for federal CARES Act ($671,267 in CDBG funds and $239,159 in CSBG funds), as well as an additional $1,348,826 in federal CARES Act CDBG funds*	

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 primarily due to the transfer in of an Administrative Technician ($32,435, 0.4 FTE) from the Department of Human Services in the General Fund 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 housing assistance payments based on the projected voucher lease-up rate ($1,455,296) and Sequoia Plaza rent ($94,778).
- ↑ Revenue increases primarily due to the projected voucher lease-up rate ($1,455,296) and administrative fees ($65,997).

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Beginning Fund Balance	$1,297,388	$1,575,031	$1,958,739	24%
Personnel	1,086,437	1,160,384	1,194,776	3%
Non-Personnel	17,933,537	18,313,136	19,866,104	8%
Total Expenditures	19,019,974	19,473,520	21,060,880	8%
Total Revenues	19,466,435	19,688,410	21,204,867	8%
Change in Fund Balance	$446,461	$214,890	$143,987	-33%
Permanent FTEs	11.60	11.60	12.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	11.60	11.60	12.00	

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Families	$1,540/ $635	$1,610/ $703	$1,689/ $783	$1,470/ $419	$1,470/ $419	$1,558/ $587
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Persons with Disabilities	$915/ ($46)	$1,005/ $4	$1,050/ $52	$1,016/ ($56)	$1,016/ ($56)	$1,057/ ($50)
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Participants Age 62+	$958/ $63	$982/ $65	$1,002/ $59	$1,038/ $37	$1,038/ $37	$1,059/ $38
Inspection deficiencies corrected: Percent of units initially failing inspection and subsequently meeting Housing Quality Standards	46%/ 100%	25%/ 100%	38%/ 100%	44%/ 100%	35%/ 100%	35%/ 100%
Number of households receiving a Housing Choice Voucher	1,516	1,504	1,488	1,456	1,523	1,550
Overall lease up rate	95%	94%	91%	89%	93%	94%

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number and percent of initial applications processed accurately	154/100%	49/100%	59/100%	83/100%	75/100%	80/100%
Number and percent of annual reviews processed accurately	238/99%	301/98%	205/95%	N/A	300/98%	300/98%
Processing times for eligibility determination: Number and percent of initial applications processed within 60 days	154/100%	49/100%	75/100%	42/100%	75/100%	70/100%
Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)	1,396/ 99%	1,491/ 99%	1,488/ 100%	1,574/ 100%	1,523/ 100%	1,550/ 100%

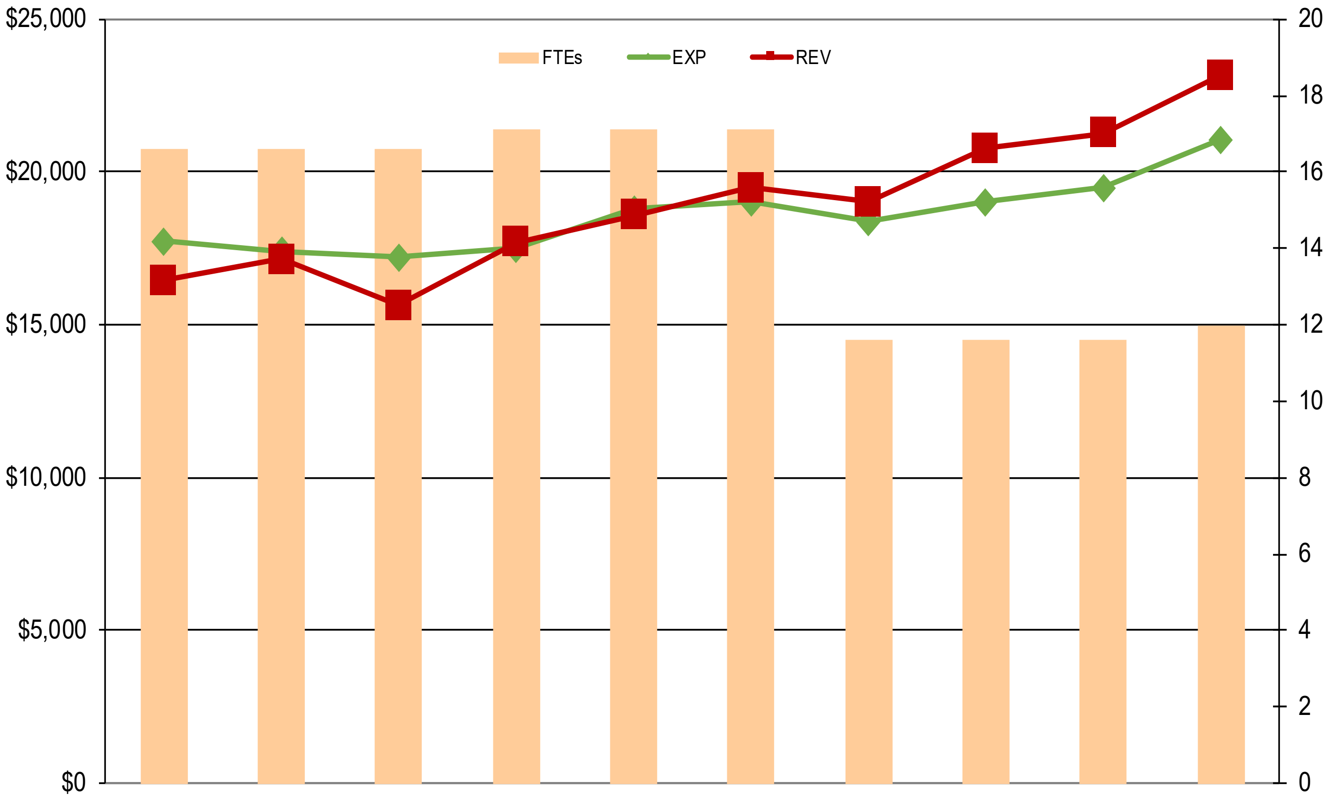
- The amount of money available for non-rental expenses with a Housing Choice Voucher is calculated by subtracting average tenant payment from average tenant income. The amount of money available for non-rental expenses without a Housing Choice Voucher is calculated by subtracting the average contract rent from the average tenant income.
- 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 COVID-19 Pandemic necessitated the suspension of annual recertification inspections in March 2020. HUD issued PIH Notices 2020-5 and 2020-13 that allowed the HCVP to implement a waiver to customize the inspection process as determined best by the locality. Virtual inspections are completed for new move-ins, and annual inspections will resume when it is determined safe to do so. Any annual inspections that were not completed in FY 2020 must be completed within a year after it is determined safe.
- Due to the HCV waitlist re-opening in FY 2020, outreach and preparation activities impeded the rate of lease-ups, coupled with year-over-year rates of attrition.
- In FY 2020, number of annual quality assurance reviews drastically decreased due to high demand for reviews for portability and interim recertifications due to COVID-19. The total number of reviews conducted increased 115 percent in FY 2020 – however, due to the small number of annual reviews sampled, no annual review data was reported for FY 2020.
- Timeliness rates for initial applications and annual reviews met the Section Eight Management Assessment Program (SEMAP) high performer standard of 100 percent for initial applications and exceeded the SEMAP high performer standard of 95 percent for annual reviews, from FY 2014 through FY 2020.
- "Processing times for eligibility determination: Number and percent of initial applications processed within 60 days" in FY 2019 and "Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)" in FY 2018 have been updated with revised HUD numbers confirmed via the leading system of record.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2020 plan here:
  http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/.

HOUSING CHOICE VOUCHER PROGRAM
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
Beginning Fund Balance July 1	$1,297,388	$1,575,031	$1,743,849	$1,958,739
REVENUE				
Housing Assistance	17,632,588	17,585,359	17,585,359	18,860,521
Mainstream Housing Assistance	16,929	377,472	532,795	557,606
Housing Assistance Pymt Admin Fees	1,255,945	1,563,806	1,563,806	1,617,749
Mainstream Administrative Fees	-	34,960	34,960	47,014
Housing Assistance Payment Interest	6,322	5,500	5,500	5,500
Mainstream Interest	-	1,000	1,000	1,000
Miscellaneous Revenue (Collections)	16,088	25,000	25,000	20,000
HOPWA	92,103	95,313	95,313	95,477
Fund Balance Used	-	-	-	-
Fund Balance Change	446,461	-	-	-
TOTAL REVENUE	19,466,435	19,688,410	19,843,733	21,204,867
TOTAL BALANCE & REVENUE	20,763,823	21,263,441	21,587,582	23,163,606
EXPENDITURES				
Rental Assistance Payments	17,640,639	17,585,359	17,585,359	18,860,521
Mainstream Assistance Payments	16,929	377,472	532,795	557,606
HOPWA	92,103	95,313	95,313	95,477
Administration & Operations	1,270,304	1,415,376	1,415,376	1,547,276
TOTAL EXPENDITURES	19,019,974	19,473,520	19,628,843	21,060,880
Ending Fund Balance June 30	$1,743,849	$1,789,921	$1,958,739	$2,102,726

Note: $1,743,849 in revenue was deferred from FY 2020 to FY 2021. With this year-end revenue deferral, the FY 2020 CAFR reflects a fund balance at the end of FY 2020 of zero.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$17,734	$17,413	$17,219	$17,491	$18,791	$19,032	$18,385	$19,020	$19,474	$21,061
REV	$16,448	$17,139	$15,644	$17,710	$18,569	$19,494	$19,010	$20,764	$21,263	$23,164
FTEs	16.60	16.60	16.60	17.10	17.10	17.10	11.60	11.60	11.60	12.00
Change in Fund Balance	($1,286)	($274)	($1,575)	$219	($222)	$462	$625	$1,744	$1,789	$2,103

Fiscal Year	Description	FTEs
FY 2013	▪ Housing assistance payments increased by $925,356 due to a 100 percent voucher lease-up rate, and 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). ▪ 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). Decrease 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.	0.50
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)	

Fiscal Year	Description	FTEs
	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 increased based on the projected 94 percent voucher lease-up rate of 1,588 vouchers ($1,005,860), 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 included 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).	(4.75)
	▪ 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).	
FY 2020	▪ Transferred a Management Specialist ($66,150) to the Housing Assistance Bureau in the Economic Independence Division.	(0.75)
	▪ 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	

Fiscal Year	Description	FTEs
	($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).	
FY 2021	▪ Increased 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). ▪ Decreased the annual expense for maintenance and replacement of County vehicles ($198) and departmental subscriptions/books ($6,000). ▪ Revenue increased 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) offset by a decrease in treasury collections ($10,000).	

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 2021.
- Implement critical capacity 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 and other capacity projects identified as part of the program review subsequent to the historic flooding in July 2018 and 2019.
- 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 2022 proposed expenditure budget for the Stormwater Management Fund is $15,065,702, a twenty-eight percent increase from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- No significant changes in personnel.
- Non-personnel expenses primarily increase due to rent expense for office space occupied at Bozman Government Center ($135,000), overhead charges based on program's pro rata share of DES General Fund expenses ($240,000) and DES Utilities Fund expenses ($78,985). These increases are offset by the elimination of the StormwaterWise program ($120,000).
- ↑ Debt service expense added to the Stormwater Management Fund in order to pay for GO bonds issued in FY 2021 to fund Stormwater CIP projects ($661,564).
- ↑ Capital program funding increases due to planned capital projects in FY 2022 ($2,507,577).
- ↑ Revenue increases primarily due to the proposed increase in the CY 2021 sanitary district tax rate and appreciation from real estate assessment growth ($3,323,598).
  - The estimated impact to the "average" homeowner is $34/year. This increase is a combination of the proposed tax rate increase ($29/year) and the appreciation of the average single-family property value from $686,300 in calendar year 2020 to $724,400 in calendar year 2021 ($5/year).

- In response to intense rain events and flooding in 2018 and 2019, the County has undertaken 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. The FY 2021 Adopted CIP and future CIPs seek to strike the right investment balance between water quality, improved maintenance of assets, education, and capacity improvements. To fund the near term projected need, the County received approval from voters for a $50.84 million Bond Referenda in November 2020 which provided the authority to issue bonds to fund Stormwater capital projects in FY 2021 and FY 2022 and funding for key projects that will be constructed over a number of years. The tax rate increase in CY 2021 is required in order to fund the debt service on the bonds that will be issued. More detail can be found in the Adopted FY 2021 CIP.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$5,219,515	$5,727,381	$5,809,526	1%
Non-Personnel	2,997,070	4,248,519	4,333,888	2%
Debt Service	-	-	661,564	-
Capital Projects	3,758,508	1,753,147	4,260,724	143%
Total Expenditures	11,975,093	11,729,047	15,065,702	28%
Total Revenues	$11,375,612	$11,729,047	$15,065,702	28%
Change in Fund Balance	($599,481)	-	-	-
Permanent FTEs	44.00	47.00	47.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	44.00	47.00	47.00	

CAPITAL PROGRAM SUMMARY

The proposed CY 2021 Sanitary District Tax of $0.017 per $100 of assessed real property value is an increase of $0.004 per $100 of assessed real property value from CY 2020. For CY 2021, it is estimated to generate a total of $13,746,952 in revenue, of which $2,495,591 will go towards executing the capital program and $661,564 will go towards debt service. Recognizing the significance of the stormwater investment that is needed, the voters approved the November 2020 bond referendum for stormwater and watershed infrastructure. This will be a substantial, long-term investment in the County's stormwater management system, with multiple generations of taxpayers benefitting.

The capital program is organized into the following areas: 'Storm Drainage Improvements,' 'Maintenance Capital,' and 'Streams and Water Quality'. The Adopted FY 2021 Capital Improvement Plan (CIP) provides more detail.

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]

[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 in 2018 and 2019 experienced intense storm events that caused significant flooding and damage of both public infrastructure and private property.

FY 2021 Program highlights:

- Continued development 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.
  - 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 2022. 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. 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.
  - The County is currently collaborating with Arlington Public Schools (APS) on an underground stormwater management facility at the new Walter Reed Elementary School locate in Torreyson Run. This project will build an underground detention facility beneath the athletic fields in order to mitigate downstream impacts in the watershed for future storm events. The Phase 1 agreement was approved by both the County and School Boards in December 2020. Construction of Phase 2 stormwater facilities are expected to start in the fall of 2021.
- Four Mile Run Flood Control Project – The Letter of Intent was 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. This project is currently in procurement with expected construction in Summer 2021.
- Engineering design for the replacement of the Dumbarton Street culverts began 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.
- Installed 300 linear feet in FY 2020 and projected to install 200 linear feet in FY 2021 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 (anticipated to end in CY 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. DES has proposed enhanced Land Disturbance Activity (LDA) regulations (LDA 2.0) to require further mitigation of runoff impacts related to development.

Program highlights:

- Forty-five (45) watershed retrofit projects have been constructed, most recently green infrastructure projects at 2nd Street South at South Uhle and 22nd Street North at North Kentucky Street.
- Three (3) green infrastructure projects will begin construction in FY 2021.
- Donaldson Run Tributary B stream restoration project is expected to start construction in late FY 2021 or early FY 2022.
- Ballston Pond watershed retrofit project is expected to start construction in late FY 2021 or early FY 2022.
- Planning, design, and community engagement for the Sparrow Pond retrofit project and Gulf Branch stream restoration project are underway with construction expected to start after FY 2022

PERFORMANCE MEASURES

FY 2020 Performance Measure reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Cumulative number of acres treated by public retrofit projects	16.1	22.6	26.3	27.3	30.0	500.0
Linear feet of large diameter storm sewers constructed	2,026	2,014	0	0	330	575
Major storm sewer network capital repair projects	1	5	5	3	2	2

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Linear feet of small storm sewer installed to address local drainage issues	2,072	700	180	300	200	200
Linear feet of corrugated metal pipe replaced with reinforced concrete pipe	0	200	413	100	200	100
Number of illicit discharge investigations completed	95	102	123	122	100	100
Number of new water quality facilities constructed to meet stormwater ordinance requirements	588	593	498	599	500	500
Number of private water quality facilities inspected	1,405	1,886	2,280	2,658	3,100	3,600
Number of public outreach events/ estimated number of participants	34/ 3,784	25/ 3,561	38/ 4,608	45/ 4,856	40/ 4,000	40/ 4,000
Cumulative number of StormwaterWise retrofit projects on private property	114	192	243	300	N/A	N/A
Lane miles swept/tons collected	9,992/ 1,350	10,082/ 1,433	11,584/ 1,539	9,196/ 490	9,000/ 500	9,000/ 500

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Catch basins cleaned	4,183	4,876	7,708	8,405	8,000	8,000
Linear feet of storm sewers inspected	213,864	137,804	158,002	94,541	80,000	80,000
Local drainage complaints investigated	N/A	138	229	200	150	100
Number of stormwater training events/employees participating	17/ 1,163	22/ 713	18/ 729	17/ 800	20/ 800	20/ 800
Number of significant Right of Way (ROW) acquisitions	N/A	N/A	N/A	N/A	1	2
Number of public stormwater management facilities inspected	104	124	135	148	156	165

- The increase in number of acres treated by public retrofit projects increases substantially in FY 2022 due to the projected construction of the Ballston Pond watershed retrofit project.
- 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 vary 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 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. The program was suspended during FY 2020 due to COVID-19. The program is proposed to be eliminated in FY 2022.
- The number of lane miles swept and tons collected decreased in FY 2020 based on a reduction in funding. Beginning in FY 2020, funding is allocated for 26 commercial passes per year (no change), three residential passes (decreased from seven annually), and five protected bike lane passes (decreased from eight annually).
- 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 was reduced. FY 2021 and FY 2022 include the same level of funding as FY 2020; however, new/additional condition documentation requirements for the inspections will require additional resources and lessen the amount of inspections able to be accomplished within the funding.
- 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 was a new measure in 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).
- Number of public stormwater management facilities are those facilities in County facilities. These include both water quality and quantity systems on County properties including Parks and DES. FY 2022 performance measure included the facility which is planned at Walter Reed Elementary School (APS). Green infrastructure systems within the public Right of Way (ROW) are also included.

STORMWATER MANAGEMENT FUND
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1	$14,271,927	$11,279,059	$13,672,446	$6,802,170
REVENUE				
Sanitary District Tax	10,129,002	10,423,354	12,174,485	13,746,952
Fines & Fees	1,246,610	1,305,693	1,305,693	1,318,750
Transfer in of Trust & Agency Funds	-	-	2,436,368	-
TOTAL REVENUE	11,375,612	11,729,047	15,916,546	15,065,702
TOTAL REVENUE & BALANCE	25,647,539	23,008,106	29,588,992	21,867,872
EXPENSES				
Operating and Maintenance	8,216,585	9,975,900	9,887,822	10,143,414
Debt Service	-	-	-	661,564
Capital Projects - Current Year	2,749,745	1,753,147	1,753,147	4,260,724
Capital Projects - Carry-Over	1,008,763	2,854,000	11,145,853	2,934,000
TOTAL EXPENSES	11,975,093	14,583,047	22,786,822	17,999,702
BALANCE, JUNE 30	13,672,446	8,425,059	6,802,170	3,868,170
Operating Reserve	2,054,146	2,115,338	2,471,955	2,535,854
Capital Fund Balance	11,618,300	6,309,721	4,330,216	1,332,316
TOTAL BALANCE	$13,672,446	$8,425,059	$6,802,170	$3,868,170

Notes:

(1) The FY 2021 re-estimate is the current projection of expenses and revenues.

(2) Most capital projects span multiple years, from design to construction completion. The FY 2020 Actual and FY 2021 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 2022 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) 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$5,627	$5,868	$7,557	$8,430	$14,999	$13,259	$11,651	$11,211	$11,729	$15,066
REV	$9,136	$8,492	$8,833	$9,185	$10,878	$10,438	$10,760	$11,211	$11,729	$15,066
FTEs	26.00	26.00	37.00	37.00	42.00	42.00	44.00	44.00	47.00	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. For CY 2021, the Sanitary District Tax rate is proposed to increase by four tenths of a cent to $0.017 per $100 of assessed real property value.

Fiscal Year	Description	FTEs
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. ▪ 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).	11.0

Fiscal Year	Description	FTEs
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 DPR 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).	
	▪ 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).	

Fiscal Year	Description	FTEs
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).	
FY 2021	▪ Added two Stormwater Inspectors to meet the County's mandated MS4 permit obligations and workload ($248,514) and a Senior Program Manager to manage and oversee the maintenance capital and storm drainage improvements ($203,285). Non-personnel funding includes 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). ▪ Added funding for 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), and tree planting ($4,809). ▪ Capital program funding decreased due to increases in the operating budget for personnel and non-personnel expenses ($996,598). ▪ Revenue increased due to the increase in the CY 2020 real estate assessment tax base ($329,759), inflationary increase of 2.5 percent to fees ($27,938), a planned increase in Sediment and Erosion Control plan fees to support the addition of the two Stormwater Inspectors ($328,020), and Chesapeake Bay Preservation fee increase ($5,250), partially offset by projected reductions to Chesapeake Bay Preservation revenue ($21,525) and other revenues based on resulting economic conditions from the pandemic ($145,077).	3.0

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 Transportation Capital Fund (TCF) is comprised of two sources described below: the Commercial and Industrial (C&I) Tax and NVTA 30% Local

- Commercial & Industrial Tax is a source of funding authorized by the General Assembly in 2007 enabling the County to levy an additional real estate tax on industrial and commercial properties for transportation initiatives. In April 2008, the County Board adopted a tax of $0.125 per $100 of assessed value for transportation projects. Proceeds of the tax are held in a separate fund.
- NVTA 30% Local Funds is comprised of a 0.7% increase in the local sales tax approved in 2013 by the General Assembly as part of HB 2313. The Northern Virginia Transportation Authority (NVTA) receives the proceeds of this tax and retains 70% for funding of projects that are regional in nature. The remaining thirty percent of this tax is deposited in the Transportation Capital Fund along with the Commercial & Industrial tax. In 2018, The General Assembly repealed two additional taxes and fees that were part of the original 2013 legislation and diverted those funds to the Washington Metropolitan Area Transit Authority (WMATA) Capital Fund beginning in FY 2019.

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed budget for the Transportation Capital Fund (TCF) is $33,963,837, based on projected current year revenues, or a one percent decrease from the FY 2021 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 2022 implementation plan compared to the revised FY 2021 plan is shown in the fund statement. The FY 2022 budget reflects:

- For FY 2022 there is a transfer in of five capital project coordinators from General Fund to Transportation Capital Fund ($295,015, 5.0 permanent FTEs). Historically, these positions have been charging portions of their work to the Transportation Capital Fund (TCF). For FY 2022 these positions and their remaining budgeted costs will be transferred and fully changed to TCF. Along with lower projected real estate tax revenues, funding the overhead costs of these five positions will require project portfolio adjustments during the upcoming CIP process.

- ↓ Revenues decreased based on commercial real estate assessment projections ($1,683,909), offset by increased revenue projections for the Northern Virginia Transportation Authority (NVTA) ($1,210,946).

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Capital Projects	$41,203,016	$34,436,800	$33,963,837	-1%
Total Expenditures	41,203,016	34,436,800	33,963,837	-1%
Total Revenues	51,985,223	$34,436,800	$33,963,837	-1%
Change in Fund Balance	$10,782,207	-	-	-
Total Authorized FTEs	29.0	29.0	34.0	

There are a total of 41 FTEs to support the transportation capital program. 34 FTEs are funded by the Transportation Capital Fund and 7 FTEs are funded by the Crystal City Tax Increment Fund (TIF).

- This table appropriates projected new revenue to be received for NVTA local and the Commercial and Industrial tax for FY 2022. Consequently, expenditures reflect the spending plan of current year revenues only. For a more complete view of sources and uses of funds and resulting fund balances, please refer to the Fund Statement shown below.

FY 2022 MAJOR PROJECTS

Complete Streets

- 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. These investments also greatly improve access to local and regional bus transit service along the corridor. This is particularly important given that Columbia Pike is the highest ridership bus corridor in Arlington and one of the highest in the Commonwealth.

    - 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. Engineering drawings are nearing completion for four additional segments. Construction is anticipated to commence on two of the segments in FY 2022 and on the last two segments in FY 2023. The construction start for both is contingent on successful negotiation of right-of-way and easement acquisitions.

- 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 underway and expected to be completed in FY 2022.
  - Walter Reed Drive – 6th Street to Columbia Pike: 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. Design development is underway, and construction is expected to start and finish in FY 2023.
  - Arlington Ridge Road at S. Lynn Street: The goal of this project is to improve safety for all modes of transportation by improving the intersection of Arlington Ridge Road with S. Lynn Street and the I-395 on/off ramp. This project will shorten crossing distances for pedestrians, provide additional crossing locations, and make existing bus stops ADA-compliant. Construction is expected to start in FY 2022 and be completed in FY 2023.

- Rosslyn-Ballston Corridor Improvements: these include 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:
  - Fairfax Drive and Kirkwood Road Intersection: The project will improve intersection geometry with new and extended median and curb extensions at the intersection. Work will also include regrading and restriping Kirkwood from Washington Boulevard to Fairfax Drive to remove the median and provide bike lanes and redoing drainage. Design is anticipated to start in FY 2022 and will be coordinated with the Clarendon Sector Plan update that began in FY 2021.
  - Washington Boulevard Improvements (Wilson to Kirkwood): The project includes improvements to traffic lanes and associated traffic signals and development of an adjacent property into a County Department of Parks and Recreation-maintained open space. Work will also include updates to sidewalks and other streetscape elements to match improvements made at Clarendon Circle. Construction will start in FY 2021 and is expected to be completed in FY 2023.

- Crystal City, Pentagon City, Potomac Yard Street Improvements: These include 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 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 reduce impervious area. It is expected to start construction in FY 2022.
  - The 15th Street South/South Clark-Bell Street Realignment project will connect South Clark Street to South Bell Street at 15th Street South to form a 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 and implement the southbound Crystal City-Potomac Yard Transitway. Design is underway with construction anticipated to commence in FY 2022.

- The Army Navy Drive Protected Bike Lane project will resolve missing links in the protected bike lane network along Army Navy Drive west of Joyce Street. Design is anticipated to begin in FY 2022.

- Boundary Channel Interchange Improvements: This 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. VDOT will be handling the construction, which is anticipated to begin in FY 2022 and be completed in FY 2025.
- Transportation Systems and Traffic Signals: This program includes the upgrade and reconstruction of existing outdated traffic signals and 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 eight signals per year with varying degrees of intersection-related improvements such as accessible curb ramps.
- Intelligent Transportation System (ITS): This program enables the County to expand ITS system capabilities/upgrades utilizing the County’s fiber network. 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 2022, 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 started in FY 2020 that supports 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. The 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 focuses 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 Fleet Replacement: The ART Fleet Replacement program funds replacement of aging buses that have completed their useful life in accordance with public transit standards. The ART Fleet Expansion program grows the fleet to keep pace with the increasing demand for 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 site on Shirlington Road 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. Construction is expected to start in FY 2022.
- 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 started construction in FY 2020 and will complete in FY 2022.
- Columbia Pike Transit Stations: The project involves the design and construction of 23 high-quality Transit Stations at 12 locations along Columbia Pike. Transit Stations are larger designed transit shelters and platforms with several planned passenger amenities, including 9.5-inch curb for near-level boarding, detectable warning strips, enhanced lighting, larger covered waiting area with ample seating, real-time bus information, and improved sidewalks. This project is expected to be constructed in phases between CY 2021 and CY 2024. The original anticipated construction for phase 1 was in CY 2018; however, it was pushed to CY 2019 due to various challenges. Construction on the civil work for phase 1 began in December 2019 and was substantially completed in July 2020. Project is currently awaiting final completion of civil punch list work for the first phase, resolution of outstanding fabrication issues, and approval of a shelter mockup; all which are expected to be completed to allow for shelter installation by the fall of CY 2021.
- 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 2022 and complete construction in FY 2023.

TRANSPORTATION CAPITAL FUND
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	*FY 2021 RE-ESTIMATE	*FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$168,230,064	$142,601,751	$179,012,271	$173,071,997
Reserve	3,400,000	3,400,000	3,400,000	4,400,000
TOTAL BALANCE	171,630,064	146,001,751	182,412,271	$177,471,997
REVENUES				
Commercial Real Estate Revenues	25,482,225	26,566,401	25,846,966	24,882,492
Developer Contributions	1,000,000	-	-	-
*Capital Bikeshare - User Revenue	531,897	-	548,000	832,000
Miscellaneous Revenues	190	-	-	-
*Grant Revenues	16,857,115	-	9,959,600	34,712,600
NVTA Revenues - Local	8,113,796	7,870,399	7,323,481	9,081,345
TOTAL REVENUES	51,985,223	34,436,800	44,224,965	69,450,081
TOTAL REVENUE & BALANCE	223,615,287	180,438,551	226,637,236	246,922,078
EXPENSES				
Capital Projects - Current Year	41,203,016	34,436,800	44,224,965	69,450,081
Capital Projects - Carry-Over	-	36,030,555	4,940,274	4,925,470
TOTAL EXPENSES	41,203,016	70,467,355	49,165,239	74,375,551
BALANCE, JUNE 30				
Construction Reserve	179,012,271	106,371,196	173,071,997	169,146,527
Reserve[1]	3,400,000	3,600,000	4,400,000	3,400,000
TOTAL BALANCE	$182,412,271	$109,971,196	$177,471,997	$172,546,527

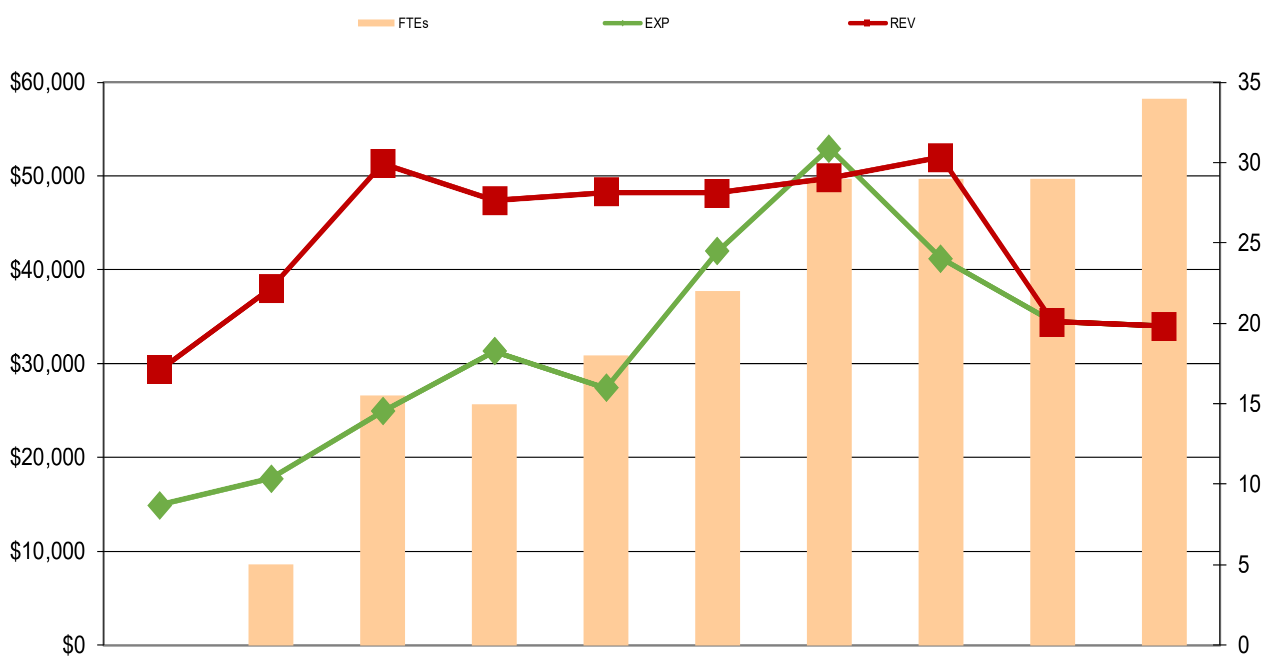
*For the first time in the FY 2021 Re-Estimate column and the FY 2022 Proposed column, revenues derived from Capital Bikeshare user fees and grant reimbursement requests have been projected, which more accurately forecasts ending fund balance. No appropriation action is required as these funds have previously been appropriated into the budget via grant award board reports.

- Most capital projects span multiple years, from design to construction completion.
- Ending fund balances reflect that funding for capital projects is carried forward each fiscal year. Balances fluctuate, reflecting forecasted vs. actual project execution.
- The FY 2022 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$14,883	$17,742	$24,894	$31,329	$27,419	$41,991	$52,936	$41,203	$34,437	$33,964
REV	$29,278	$38,012	$51,360	$47,353	$48,269	$48,209	$49,783	$51,985	$34,437	$33,964
FTEs	0.00	5.00	15.50	15.00	18.00	22.00	29.00	29.00	29.00	34.00

The FY 2022 Proposed Budget includes a total of 41 FTEs to support major street and transit program elements. 34.0 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 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 decreased 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) were funded by HB 2313 local funds.	
FY 2017	▪ Revenues and expenditures increased based on commercial real estate projections ($79,849), and Northern Virginia Transportation Authority (NVTA) revenue projections ($471,659). The revenue will be used to support major approved capital projects.	
	▪ Personnel and non-personnel increased 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	3.0

Fiscal Year	Description	FTEs
	Coordinator and reallocation of a previously approved 1.0 position in DES Real Estate to a 1.0 Engineering Design Section Manager.	
FY 2018	▪ Revenues increased based on commercial real estate projections ($1,640,387), and Northern Virginia Transportation Authority (NVTA) revenue projections ($85,559).	
	▪ Added4.0 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 decreased 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).	
	▪ Added 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
	▪ Added one Community Relations Specialist position ($133,000) to support the overall transportation capital program.	1.0
	▪ Three positions were 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
	▪ Added 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 (NVTA) revenue projections ($346,152).	
FY 2021	▪ Revenues increased based on commercial real estate assessment projections ($146,644).	

Fiscal Year	Description	FTEs
	▪ Revenues decreased based on Northern Virginia Transportation Authority (NVTA) revenue projections ($68,362).	

Our Mission: To provide a supplemental financial mechanism for the revitalization of Crystal City, Potomac Yard, and Pentagon City streets, transit, and public open spaces

Crystal City, Potomac Yard, and Pentagon City serve as one of Arlington's largest commercial office, retail, and hotel districts and include nearly 16,000 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 900,000 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 early 2020, Amazon broke ground on the first phase of new construction for the Company's Headquarters, 2.15 million square feet of commercial development in Pentagon City. Over 1,100 new multifamily residential units were added to the Crystal City, Potomac Yard, and Pentagon City area over the past two years and there are over 2,100 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. The County is currently undertaking a planning process to update the Pentagon City PDSP. As Crystal City, Potomac Yard, and Pentagon City undergo large-scale redevelopment, timely investments in public infrastructure are important.

In October 2010, the Arlington County Board established a tax increment financing area to support implementation of infrastructure improvements outlined in the Crystal City Sector Plan. This source may also be used for infrastructure that will 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 2019 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 2022 proposed expenditure budget for the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area is $4,303,230, based on current year revenues, or a twenty-five percent decrease from the FY 2021 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 2022 execution plan compared to the revised FY 2021 plan is shown in the fund statement. The FY 2022 budget reflects:

- ↓ Revenues decrease based on real estate assessments ($1,456,710) in CY 2021 compared to CY 2020.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Capital Projects	$5,769,769	$5,759,940	$4,303,230	-25%
Total Expenditures	5,769,769	5,759,940	4,303,230	-25%
Total Revenues	5,856,782	$5,759,940	$4,303,230	-25%
Utilization of Fund Balance	$87,014	-	-	-
Permanent FTEs	7.00	7.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs*	7.00	7.00	7.00	

**A total of 41 FTEs support the transportation capital program of which 34 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 appropriates projected new revenue to be received for Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area for FY 2022. Consequently, expenditures reflect the spending plan of current year revenues only. For a more complete view of sources and uses of funds and resulting fund balances, please refer to the Fund Statement shown below.
- This table reflects the FY 2022 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2022 expenditures. See the Fund Statement for the execution plan.

FY 2022 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. Please see the Transportation Capital Fund narrative for details on this project.

- 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. Design is near complete for the first phase of this project and construction is expected to start in FY 2022.
  - 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. Design work is underway, and the project is expected to start construction in FY 2022.
  - The 15th Street South/South Clark-Bell Street Realignment project will connect South Clark Street to South Bell Street at 15th Street South to form a 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 and will implement the southbound Crystal City-Potomac Yard Transitway segment on South Clark Street between 12th Street South and 15th Street South. Design is underway with construction anticipated to commence in FY 2022.
  - 15th Street South Complete Streets: This project will improve pedestrian and bicycle facilities as well as landscaping along 15th Street between Richmond Highway and S Eads Street. The project will examine restriping of existing lanes, adding on-street bike facilities, upgrading of sidewalk space and improving landscaping, especially on the north side of 15th Street. Construction is expected to begin in FY 2022.
  - 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. Construction is expected to start in FY 2022.

CRYSTAL CITY, POTOMAC YARD, AND PENTAGON CITY TAX INCREMENT FINANCING AREA FUND STATEMENT [1]

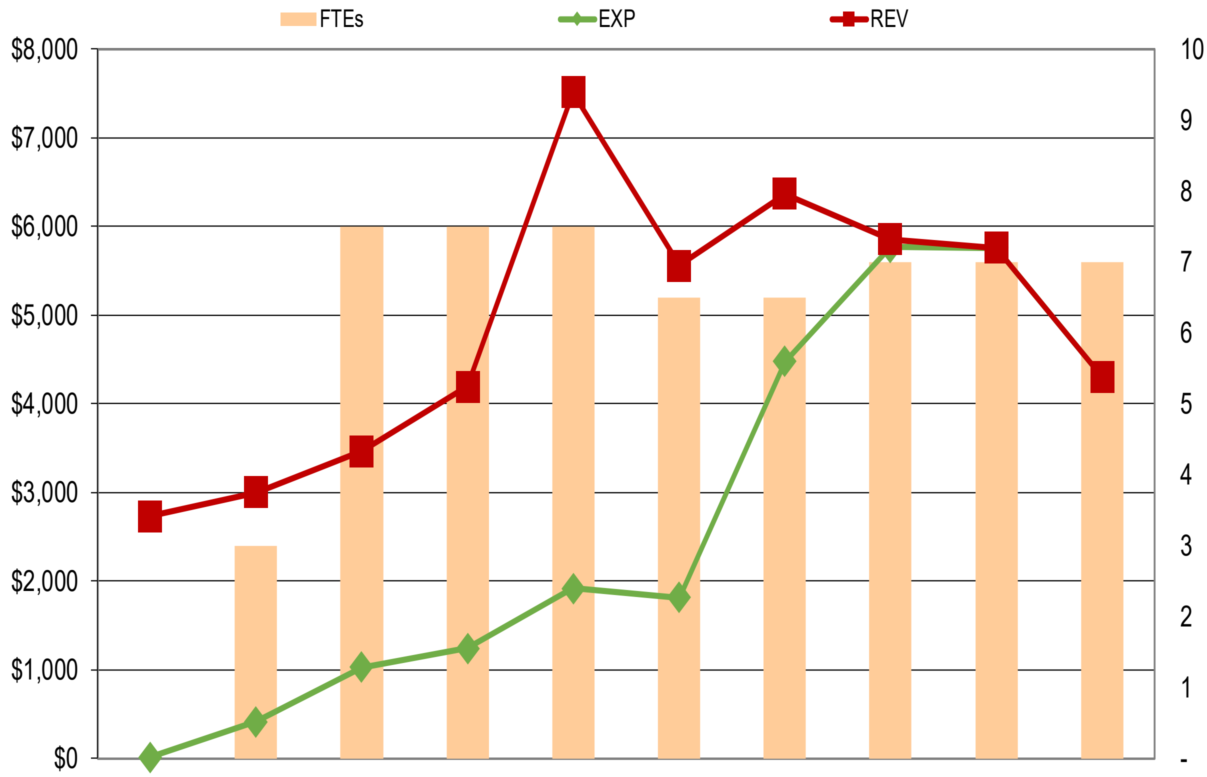
	FY 2020 ACTUAL	FY 2021 ADOPTED	*FY 2021 RE-ESTIMATE	*FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	$22,949,163	$22,410,603	$23,036,177	$23,563,267
Reserve	500,000	600,000	500,000	500,000
TOTAL BALANCE	23,449,163	23,010,603	23,536,177	$24,063,267
REVENUES				
Tax Increment Area	5,454,040	5,759,940	5,209,090	4,303,230
Developer Contributions	-	-	-	-
*Grant Revenues	402,742	-	732,000	2,977,500
TOTAL REVENUES	5,856,782	5,759,940	5,941,090	7,280,730
TOTAL REVENUES & BALANCE	29,305,945	28,770,543	29,477,267	$31,343,997
EXPENSES[1]				
Capital Projects - Current Year	5,769,769	5,759,940	5,414,000	7,280,730
Capital Projects - Carry-Over	-	3,253,380	-	1,655,770
TOTAL EXPENSES	5,769,769	9,013,320	5,414,000	8,936,500
BALANCE, JUNE 30				
Construction Reserve	23,036,177	19,157,223	23,563,267	22,007,497
Reserve [2 3]	500,000	600,000	500,000	400,000
TOTAL BALANCE	$23,536,177	$19,757,223	$24,063,267	$22,407,497

*For the first time in the FY 2021 Re-Estimate column and the FY 2022 Proposed column, revenues derived from grant reimbursement requests have been projected, which more accurately forecasts ending fund balance. No appropriation action is required as these funds have previously been appropriated into the budget via grant award board reports.

Notes:

1. Most capital projects span multiple years from design to construction completion.
2. Ending fund balances reflect that funding for capital projects is carried forward each fiscal year. Balances fluctuate, reflecting forecasted vs. actual project execution
3. 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$12	$418	$1,030	$1,243	$1,920	$1,816	$4,479	$5,770	$5,760	$4,303
REV	$2,735	$3,003	$3,467	$4,196	$7,516	$5,560	$6,370	$5,857	$5,760	$4,303
FTEs	-	3.00	7.50	7.50	7.50	6.50	6.50	7.00	7.00	7.00

The FY 2022 Proposed Budget includes a total of 41 FTEs to support the transportation capital program. 34.0 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 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 can 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
FY 2021	▪ Revenues decrease based on real estate assessments ($204,790) in CY 2020 compared to CY 2019.	

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 are 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 are 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 2022, revenues are based on a 1.8 percent decline in real estate tax assessments in the TIF area.

SIGNIFICANT BUDGET CHANGES

The FY 2022 proposed expenditure budget for the Columbia Pike Tax Increment Financing Area is $627,960. FY 2022 revenue projections reflect a 1.8 percent decline in real estate tax assessments in the TIF area.

- ↓ Revenue projection decreases in the tax district due to decreases in real estate assessments from CY 2020 to CY 2021.

PROGRAM FINANCIAL SUMMARY

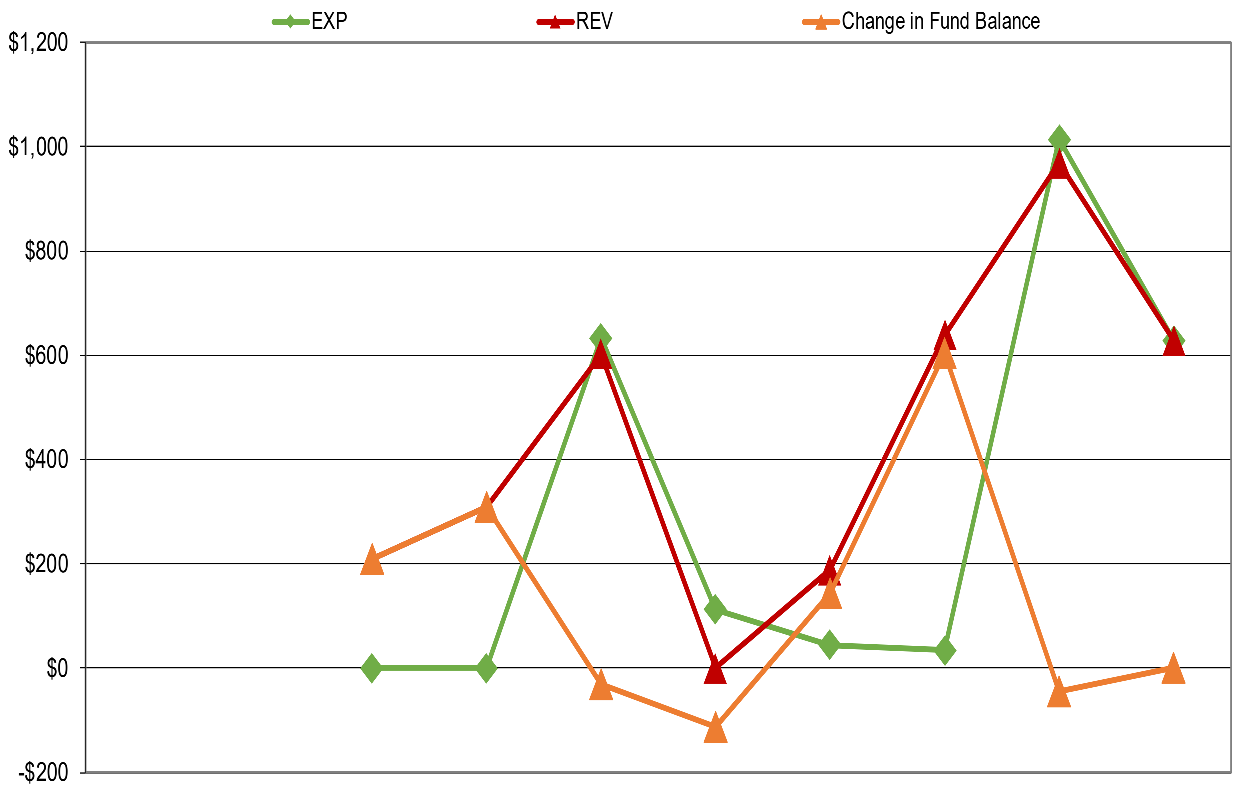
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	-	-	-	-
Non-Personnel	34,478	$1,014,000	$627,960	-38%
Total Expenditures	34,478	1,014,000	627,960	-38%
Total Revenues	639,299	968,520	$627,960	-35%
Change in Fund Balance	$604,821	($45,480)	-	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

COLUMBIA PIKE TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1	$518,025	$1,191,355	$1,122,846	$938,250
REVENUE				
Tax Increment Area	639,299	968,520	835,510	627,960
TOTAL REVENUE	639,299	968,520	835,510	627,960
TOTAL REVENUE & BALANCE	1,157,324	2,159,875	1,958,356	1,566,210
EXPENDITURES				
TOAH Fund - Current Year	34,478	1,014,000	1,020,106	627,960
TOTAL EXPENDITURES	34,478	1,014,000	1,020,106	627,960
BALANCE, JUNE 30	**$1,122,846**	**$1,145,875**	**$938,250**	**$938,250**

The FY 2021 re-estimate column reflects an allocation approved by the County Board in February 2020 of $984,000 in TOAH funds towards the Arlington View Terrace East development. These funds are anticipated to be disbursed in the spring of 2021. In addition, staff anticipates to disburse a total of $36,106 in TOAH funds for the Arlington Mill Digital Equity Program in FY 2021. A FY 2022 Notice of Funding Availability (NOFA) for County loan funds for affordable housing developments may be released in the spring or summer of 2021, which could potentially impact FY 2022 TOAH disbursements.

EXPENDITURE AND REVENUE TRENDS



	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP			-	-	$633	$112	$45	$34	$1,014	$628
REV			$209	$309	$602	-	$189	$639	$969	$628
Change in Fund Balance			$209	$309	-$31	-$112	$144	$605	-$45	-

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.	
FY 2017	▪ Revenue projections in the tax district increased due to increases in real estate assessments.	
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.	
FY 2020	▪ Revenue projections in the tax district increased due to increases in real estate assessments and the County Board adopted tax rate increase.	
FY 2021	▪ Revenue projections in the tax district increased due to increases in real estate assessments.	

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 2022 proposed expenditure budget for the Utilities Fund is $90,490,756, a one percent decrease from the FY 2021 adopted budget. The FY 2022 budget reflects:

- ↑ Personnel increases primarily due to the adjustments to salaries resulting from job family studies, the addition of a Design Engineer at the Water Pollution Control Bureau ($118,174; 1.0 FTE), and the addition of a Service Assistant at the Customer Services Office ($74,257; 1.0 FTE).
  - The Design Engineer at the Water Pollution Control Bureau adds 1.0 FTE ($118,174 personnel; $956 ongoing and $3,000 one-time non-personnel) to support the Plant's engineering program and the capital improvement plan (CIP). It is funded through a combination of contractual reductions ($142,500 ongoing) and chargeback to the capital projects this FTE will support ($59,000 ongoing), for a net savings of $79,370. Prior to this position being added the functions were performed by a contractor.
  - The Services Assistant at the Customer Services Office adds 1.0 FTE ($74,257 personnel; $360 ongoing and $2,800 one-time non-personnel) to support the billing activities.
- There were no significant changes in non-personnel expenses.
- ↓ Debt service decreases due to repayment of General Obligation Bonds for various Utilities Fund capital projects ($809,836).
- ↓ Other expenses decrease due to the reclassification of positions identified to be substantially below comparative pay studies being allocated out to the personnel of affected lines of business from the contingent account ($1,064,235) and slightly lower overhead charges based on FY 2022 projections ($34,854).
- ↓ Intra-county revenue decreases based on the current trend of lower County facility occupancy and water consumption ($125,000).
- ↑ Revenues increase due to the proposed water and sewer rate increase ($1,158,258), water service connection fees increase due to a proposed fee increase ($260,000), increases for Lee Pumping Station lease agreements ($5,400), partially offset by a decrease in interest income ($50,000), and miscellaneous revenues ($2,197).
  - Infrastructure Availability Fees (IAF) are proposed to increase for FY 2022. These fees are directly credited to the Utilities Construction Fund, not the Operating Fund. However, they do directly impact the Operating Fund since the increased revenues offset the amount of the transfer required to fund the capital program and have the effect of lowering the water and sewer rate.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$23,524,699	$25,236,410	$25,950,989	3%
Non-Personnel	26,923,783	30,503,260	30,516,213	-
Debt Service	30,206,084	30,374,362	29,564,526	-3%
Other	5,029,423	6,423,263	5,359,028	-17%
Subtotal	85,683,989	92,537,295	91,390,756	-1%
Intra-County Revenue	(1,010,306)	(1,025,000)	(900,000)	-12%
Total Operating Expenditures	84,673,683	91,512,295	90,490,756	-1%
Revenues	101,646,075	104,667,295	106,038,756	1%
Total Revenues	101,646,075	104,667,295	106,038,756	1%
Transfer to Capital	14,190,500	12,155,000	15,548,000	28%
Transfer to Auto Fund	47,000	-	-	-
Total Transfers Out (In)	$14,237,500	$12,155,000	$15,548,000	28%
Permanent FTEs	251.75	251.75	253.75	
Temporary FTEs	2.20	2.20	2.20	
Total Authorized FTEs	253.95	253.95	255.95	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Net Fee Support
Water, Sewer, Streets Bureau	$26,104,466	$27,351,743	$28,184,987	3%	$1,709,800	$26,475,187
Water Sewer Records	793,733	773,473	766,916	-1%	235,200	531,716
Customer Services Office	630,016	704,537	862,739	22%	99,860,186	(98,997,447)
Water Pollution Control Bureau	21,692,730	25,672,921	25,632,268	-	4,233,570	21,398,698
Debt Service and Other	35,452,738	37,009,621	35,043,846	-5%	-	35,043,846
Transfers Out	14,237,500	12,155,000	15,548,000	28%	-	15,548,000
Total	**$98,911,183**	**$103,667,295**	**$106,038,756**	**2%**	**$106,038,756**	**$ -**

- The Utilities Fund is an enterprise fund, which is a self-supporting fund. All user fees must provide sufficient revenues to fund all activities.
- 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.

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Water, Sewer, Streets Bureau	134.00	134.00	0.60	134.60
Water Sewer Records	5.00	5.00	-	5.00
Customer Services Office	16.75	17.75	-	17.75
Water Pollution Control Bureau	93.00	94.00	1.60	95.60
Debt Service and Other	3.00	3.00	-	3.00
Total Authorized FTEs	**251.75**	**253.75**	**2.20**	**255.95**

For the period July 1, 2021, through December 31, 2021, the total water/sewer rate increases $0.15, from $14.20 to $14.35 per thousand gallons (TG). The water rate is maintained at $4.91/TG and sewer rate increases $0.15, from $9.29/TG to $9.44/TG. Based on the results of the Water and Wastewater Rate Study, the County is proposing to modify the water and sewer rate structure, as seen in the below table, beginning January 1, 2022. Overall, this is a one percent increase projected to produce $1.2 million of additional revenue. Although the rate is increasing by one percent, due to the proposed rate structure change half-way through the fiscal year, customers will see various impacts upon their quarterly bills based upon their individual household consumption.

In FY 2022, the rate structure impact is mitigated by the mid-year implementation of the new rate structure. A residential customer with median usage of 48 TG annually and assumed average winter water usage of 9 TG per quarter, would see a decrease of $14 per year, or two percent. Individual residential customer impacts will vary based on their quarterly water consumption and average winter quarter water usage. For residential customers, low-volume (0-36 TG annually) and year-round high-volume (more than 90 TG annually) water users could see the highest impacts of 10 percent or greater. Multi-family customers will likely have modest decreases of one to two percent. Commercial customers could experience increases of one percent or more depending on usage.

	FY 2021 Adopted: July 1, 2020 – June 30, 2021	FY 2022 Proposed: July 1 – December 31, 2021	FY 2022 Proposed: January 1, 2022
Water ($/TG)	4.91	4.91	
Sewer ($/TG)	9.29	9.44	
Total	**14.20**	**14.35**	
Residential:			
Water Base ($/Quarter)			13.26
Water - Volumetric:			
Tier 1: 0-9 TG ($/TG)			3.71
Tier 2: >9 TG ($/TG)			5.94
Sewer Base ($/ Quarter)			10.76
Sewer – Volumetric – Average Winter Quarter basis ($/TG)			9.61
Multi-Family:			
Water Base ($/Month)			9.10
Water – Volumetric ($/TG)			4.42
Sewer Base ($/Month)			7.42
Sewer – Volumetric ($/TG)			9.61
Commercial:			
Water Base ($/Month)			9.10
Water – Volumetric ($/TG)			4.79
Sewer Base ($/Month)			7.42
Sewer – Volumetric ($/TG)			9.61

UTILITIES FUND
OPERATING STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
BALANCE JULY 1	$13,895,574	$14,127,555	$16,630,466	$16,005,597
REVENUE				
Interest	30,722	125,000	50,000	75,000
Water/Sewer Billing	95,630,015	98,101,928	94,177,851	99,260,186
Water Service Connection Fee	968,275	1,100,000	1,100,000	1,360,000
Water Service Discontinuation	141,200	140,000	140,000	140,000
Meter Installation	26,400	25,000	25,000	25,000
Sewage Treatment Charges	3,736,847	4,100,000	4,100,000	4,100,000
Late Fee	383,993	410,000	150,000	410,000
New Account Fee	115,225	105,000	105,000	105,000
Turn-On Fee	1,450	10,000	10,000	10,000
Flow Test Fee	4,300	10,200	10,200	10,200
Pretreatment Fee	5,200	5,200	5,200	5,200
Utility Marking Fee	241,749	215,000	215,000	215,000
Hazardous Household Material Fee	6,185	8,000	8,000	8,000
Miscellaneous Revenue	354,514	311,967	311,967	315,170
TOTAL REVENUE	101,646,075	104,667,295	100,408,218	106,038,756
OPERATING EXPENSES				
Customer Services Office (net of intra-county billing revenue)	630,016	704,537	975,000	862,739
WSS Operations	18,047,367	19,251,743	18,674,191	19,834,987
Water Purchase	8,057,099	8,100,000	8,150,000	8,350,000
Water/Sewer Records	793,733	773,473	780,000	766,916
Water Pollution Control	21,692,730	25,672,921	24,389,275	25,632,268
Debt Service	30,206,084	30,374,362	30,374,362	29,564,526
Other	5,246,654	6,635,259	5,535,259	5,479,320
TOTAL EXPENSES	84,673,683	91,512,295	88,878,087	90,490,756
BALANCE (SUBTOTAL)	30,867,966	27,282,555	28,160,597	31,553,597
TRANSFERS OUT				
Utility Construction (Fund 519)	14,190,500	12,155,000	12,155,000	15,548,000
Auto Fund	47,000	-	-	-
TOTAL TRANSFERS	14,237,500	12,155,000	12,155,000	15,548,000
TOTAL EXPENSE AND TRANSFERS	98,911,183	103,667,295	101,033,087	106,038,756
BALANCE, JUNE 30	16,630,466	15,127,555	16,005,597	16,005,597
Board-adopted Three-month Operating Reserve (excludes debt service)	$13,869,476	$15,540,733	$14,832,181	$15,456,558
Water/Sewer Rate per 1,000 gallons	$13.80	$14.20	$14.20	$14.35

Note: Fund balance fell below the 90-day operating reserve at the end of FY 2019; therefore, the FY 2021 adopted budget planned to add $1m to the reserve to begin to restore reserve levels per policy. However, the reserve exceeded the 90-day level at the end of FY 2020. Late fees and delinquent cut-offs were suspended during the pandemic starting Spring 2021 through current, so revenues are projected at less than budget.

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.

- The new rate structure proposed effective January 1, 2022, includes:
  - Customer classes: residential, multi-family, and commercial
  - Base charge per billing cycle for each service (water and sewer)
  - Residential –
    - Tiered water usage:
      - Tier 1: Usage from 0-9 Thousand Gallons (TG per quarter)
      - Tier 2: Usage above 9 TG per quarter
    - Sewer – Average Winter Quarter Billing for sewage consumption
  - Multi-family and Commercial water and sewer based on 100 percent on water meter readings.

Water Service Connection Charge: 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 is proposed to increase for FY 2022. The current 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. The proposed fee ranges from $4,350 for a one-inch connection line with a ¾-inch meter up to $6,600 for an two-inch line with an two-inch meter. Sizes three-inch and above would be at cost based upon a quote per project. If adopted, the proposed fees would have an effective date of July 1, 2021.

Meter Installation Charge: This fee is paid by developers which have established the water service connection to the system themselves and only require the County to install the meter. This proposed amendment also increases the meter installation charges based on the meter size. Existing fees range from $100 for a ¾-inch meter up to $3,000 for an eight-inch meter. Proposed fees range from $150 for a ¾-inch meter up to $5,525 for an eight-inch meter.

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. The fee is proposed to increase for FY 2022. Current 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. Proposed fees are $230 per DFU combined water and sewer service. For structures which have water-only service, it is proposed at $95 per fixture. For structures with sewer-only service, it is proposed at $135 per fixture. If adopted, the proposed fees would have an effective date of July 1, 2021.

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 sanitary sewer collection system (Sanitary Sewer Maintenance Program).
- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measure reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of water system breaks (per 100 miles)	35.0	43.4	34.4	36.3	40.0	40.0
Public sanitary sewer backups	53	34	38	45	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.

WATER, SEWER, STREETS BUREAU

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Commercial meters inspected	81	473	502	216	480	480
Small valves inspected/ exercised	3,258/ N/A	4,455/ 3,681	5,014/ 4,002	2,899/ 2,114	4,500/ 4,001	4,500/ 4,001
Large valves inspected	N/A	N/A	N/A	N/A	100	250
Water service installations	309	348	280	302	320	320
Hydrants inspected	1,039	2,934	2,865	2,322	3,700	3,700
Fire hydrants out of service per day (%)	N/A	0.4%	0.2%	0.5%	0.5%	0.5%
Sanitary sewer flushing (segments)	3,491	3,376	4,252	4,222	4,100	4,100
Miles of sewer pipe inspected	11.8	47.1	79.4	62.6	60.0	60.0
Sewer overflows to environment (gallons)	N/A	N/A	25,000	26,807	0	0
Formal training (hours)	N/A	4,841	4,043	8,183	8,000	8,000
Electrical usage at water pumping stations (Kilowatt hour; kWh)	2,126,548	1,908,756	1,864,741	1,892,274	2,000,000	2,000,000

- Several measures, including commercial meters inspected, small valves inspected/ exercised, and hydrants inspected, were affected adversely by COVID-19 due to protocols regarding modified staff/ crew scheduling and required staff/ crew quarantine after positive contacts. Due to limited staffing, priority was placed on certain activities and those measures remained materially unaffected, including water system breaks, water system installations, and sanitary sewer flushing.
- 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. 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 and FY 2022 funding was provided for a two-year pilot 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 2020, for every 1000 hydrants, there were 5 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).
- Formal training hours increased in FY 2020 due to the newly implemented career development matrix at WSS, which requires safety and technical training for field staff to maintain and progress through the career ladder.

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 County 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.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measure reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Non-revenue water: percent of purchased water	10%	11%	11%	8%	10%	10%
Percent of bills which were estimated	0.9%	1.3%	1.6%	1.6%	1.5%	1.5%
Call abandon rate	5%	11%	7%	13%	6%	4%
Percent of calls answered within service goal of 60 seconds (goal is 80%)	N/A	54%	56%	48%	72%	80%

- Call abandon rate is the percent of people hanging up before being connected with a customer service representative. In FY 2020, the abandon rate increased due to additional demands placed on the call center due to calls related to the County's response to COVID-19.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of bills issued	175,168	175,287	175,720	175,500	175,350	175,280
Number of estimated bills issued	1,624	2,200	2,813	2,448	2,646	2,200
Volume of non-revenue water (million gallons)	778.08	876.66	871.19	613.96	700.00	700.00
Volume of water billed to customers (million gallons)	6,972.44	7,265.24	6,989.64	6,856.56	7,000.00	7,000.00
Number of inbound calls: non-emergency	57,762	60,410	61,881	76,466	71,480	67,100
Number of inbound calls: emergency	N/A	N/A	N/A	7,399	7,500	7,550
Average call time (minutes: seconds)	2:27	2:21	2:57	2:26	2:44	2:45

- 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 percent.

CUSTOMER SERVICES OFFICE

- Higher numbers of estimated bills were incurred in FY 2019 due to 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 6,956 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. 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. The FY 2020 and FY 2021 call numbers are exclusive of calls related to COVID-19.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measure reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Treatment cost per million gallons per day (MGD) of actual flow	$2,781	$2,988	$2,568	$2,690	$2,884	$2,907

- 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average daily biological oxygen demand load (pounds/day)	62,000	67,000	63,450	55,841	60,000	64,000
Chemical volume per million gallons (MG) treated (pounds)	N/A	1,855	1,720	1,906	1,931	1,849
Energy used at the Plant (kilowatt hour/ Million Gallons per Day (MGD))	3,700	3,355	3,120	3,675	3,600	3,500
Household hazardous material received (pounds)	523,492	510,379	530,781	396,387	446,530	503,020
Lost time - safety (days)	0	0	0	0	0	0
Preventive maintenance completed on time (percent)	86%	86%	87%	87%	95%	95%
Total average flow (MGD: million gallons per day)	21.6	22.0	25.6	21.3	22.5	23.5

WATER POLLUTION CONTROL BUREAU

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Formal training hours	N/A	2,600	2,440	1,439	2,750	2,800

- A few measures, including household hazardous material received, preventative maintenance completed on time, and formal training hours, were affected adversely by COVID-19 due to protocols regarding modified staff/ crew scheduling and required staff/ crew quarantine after positive contacts. Due to limited staffing, priority was placed on certain activities and those measures remained materially unaffected.
- 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.

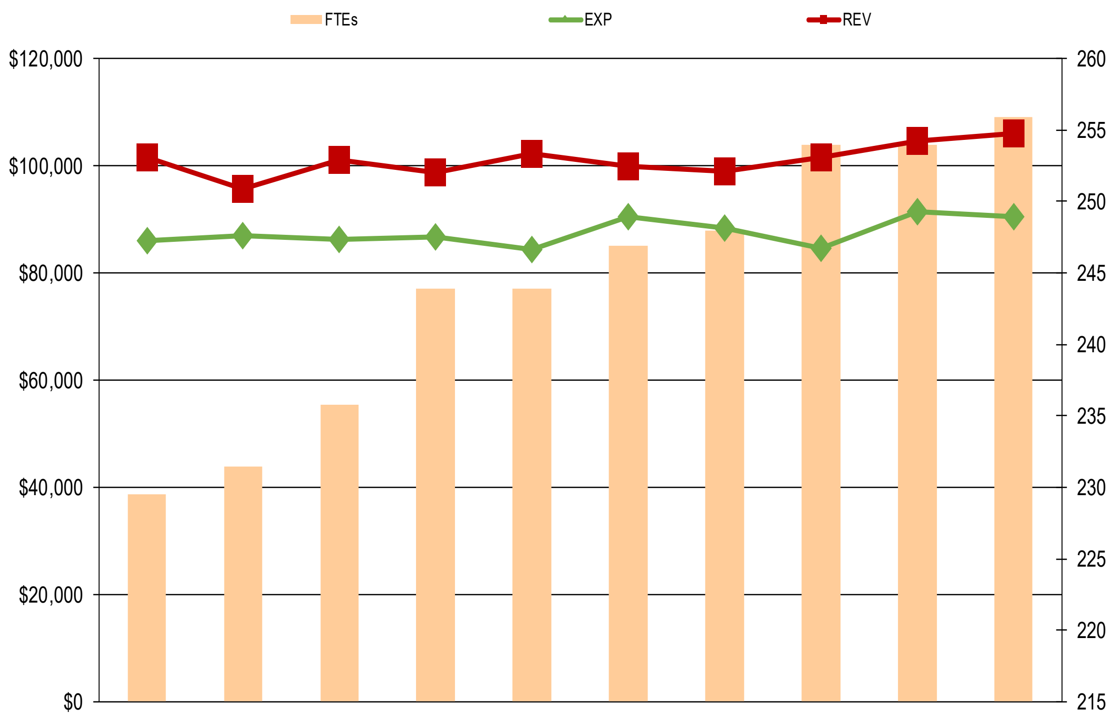
DEBT SERVICE AND OTHER

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, sanitary sewer 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.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$86,146	$87,020	$86,157	$86,735	$84,326	$90,478	$88,442	$84,674	$91,512	$90,491
REV	$101,522	$95,637	$100,996	$98,710	$102,319	$99,972	$99,018	$101,646	$104,667	$106,039
FTEs	229.50	231.50	235.75	243.95	243.95	246.95	247.95	253.95	253.95	255.95

Fiscal Year	Description	FTEs
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 for the new vehicles and equipment for the new water maintenance crew. The transfer to the Auto Fund increases $502,500 for the purchase of vehicles and equipment for the new Water Maintenance Crew.	
	Utilities increase by $144,200 for water and electricity at the WPCP.	
	▪ Wholesale water purchases from the Washington Aqueduct increase by $100,000.	
	▪ Other WPCP increases include $100,000 for safety consulting at the plant and $80,651 for increased level of security guards required during continued construction at the WPCP.	
	▪ Debt service increases $635,758 for repayment of General Obligation bonds and VRA bonds for various Utilities Fund capital projects.	
	▪ The transfer to PAYG capital decreases $897,282, based on the planned FY 2013 maintenance capital program.	
FY 2014	▪ Personnel includes two new positions, a Construction Manager and a Sanitary Sewer Engineer ($799,040).	2.0
	▪ Non-personnel increases include $639,400 for maintenance supplies at the Water Pollution Control Plant (WPCP), $400,000 in consulting for various studies and ongoing capital project support at the Water Sewer Street Bureau (WSS), $476,141 for electricity, Contracted Services and the apprenticeship and succession planning programs at the WPCP, $100,000 for wholesale water purchases from the Washington Aqueduct, the addition of $52,000 for the replacement of an existing server for the Utility Services Office (USO), $30,419 for operating supplies and $7,725 for landfill charges at WSS, $22,000 to purchase a vehicle for the new Construction Manager at WSS, the addition of $10,000 for automation of real estate agreement records, $7,662 for printing and mailing of utility bills, $2,037 for charges from the County's print shop to USO, and $1,000 for the utilities share of base map maintenance.	
	▪ Non-personnel expenses decrease by $498,440 for generator fuel at the WPCP, decrease for the transfer of Water / Sanitary Sewer Frames and Covers to the Utilities PAYG budget ($400,000), solids hauling ($295,497), chemicals at the WPCP ($154,274), based on updated volume and pricing assumptions, gas at the WPCP ($40,500), based on an anticipated price decrease, water at the WPCP ($29,050), County vehicle charges	

Fiscal Year	Description	FTEs
	($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.	
FY 2015	▪ Added a Chief Engineer, a Control Systems Engineer, an Electrical Power Technician, and a Control Systems Technician ($580,648).	4.0
	▪ Increased a Records Assistant position from 0.50 to 0.75 FTE ($12,458).	0.25
	▪ Reduced generator fuel expenses based on lower than anticipated use ($394,200).	
	▪ Eliminated sixteen over-strength positions ($391,020).	
	▪ Non-personnel decreases include equipment repair expenses ($165,910), payments for leased equipment ($31,911), and wholesale water purchases from the Washington Aqueduct ($200,000).	
	▪ Non-personnel decreases are partially offset by increases in maintenance supplies ($446,796), contracted services ($92,775), insurance claims ($31,464), operating equipment and supplies ($61,854), inspection and repair of water valves ($350,000), and adjustment to the annual expense for maintenance and replacement of County vehicles ($6,389).	
	▪ Debt service 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	

Fiscal Year	Description	FTEs
	(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 ($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).	

Fiscal Year	Description	FTEs
	▪ 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 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).	3.0
FY 2019	▪ Added a Public Engagement Specialist ($127,381). ▪ 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).	1.0

Fiscal Year	Description	FTEs
	▪ 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
	▪ 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).	

Fiscal Year	Description	FTEs

- 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.

FY 2021

- 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, 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).

Fiscal Year	Description	FTEs
	Revenues increase due to the adopted 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.	

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 SUMMARY

- 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 2022 proposed expenditure budget for the Ballston Public Parking Garage fund is $3,147,233, a twenty-four percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Non-personnel decreases due to reduced garage management costs ($210,343) and maintenance and consultant costs ($18,600). In FY 2021 and FY 2022 the County has implemented cost saving measures at the garage, which includes reducing contracted security presence from two to one person between 7 AM and 11 PM and reducing contracted cleaning services.
- ↓ Capital construction decreases $800,000 due to lower projected revenues available for ongoing capital needs.
- ↑ Property taxes increase $15,297 due to an increase in the property assessment.
- ↑ Debt service increases $15,883.
- ↓ Revenues decrease by $1,344,310 due to the ongoing effects of COVID-19 and decreased retail activity at Ballston Quarter.
- Due to the negative impacts of COVID-19 on revenue it is projected that the Economic Stability Reserve will need to be utilized in FY 2021 and FY 2022 to fund the operations of the garage. The County is required to pay back the reserve within three years. If revenues are worse than expected in FY 2022 or there is an unanticipated capital maintenance need at the garage, the County may need to borrow funds from the Ballston Garage 8th Level Fund.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$3,395	-	-	-
Non-Personnel	1,814,610	$2,174,015	$1,945,072	-11%
Capital Construction	220,315	1,000,000	200,000	-80%
Property Taxes	377,695	393,803	409,100	4%
Debt Service	-	577,178	593,061	3%
Total Expenditures	2,416,015	4,144,996	3,147,233	-24%
Total Revenues	3,185,177	4,214,010	2,869,700	-32%
Change in Fund Balance	$769,162	$69,014	($277,533)	-502%
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

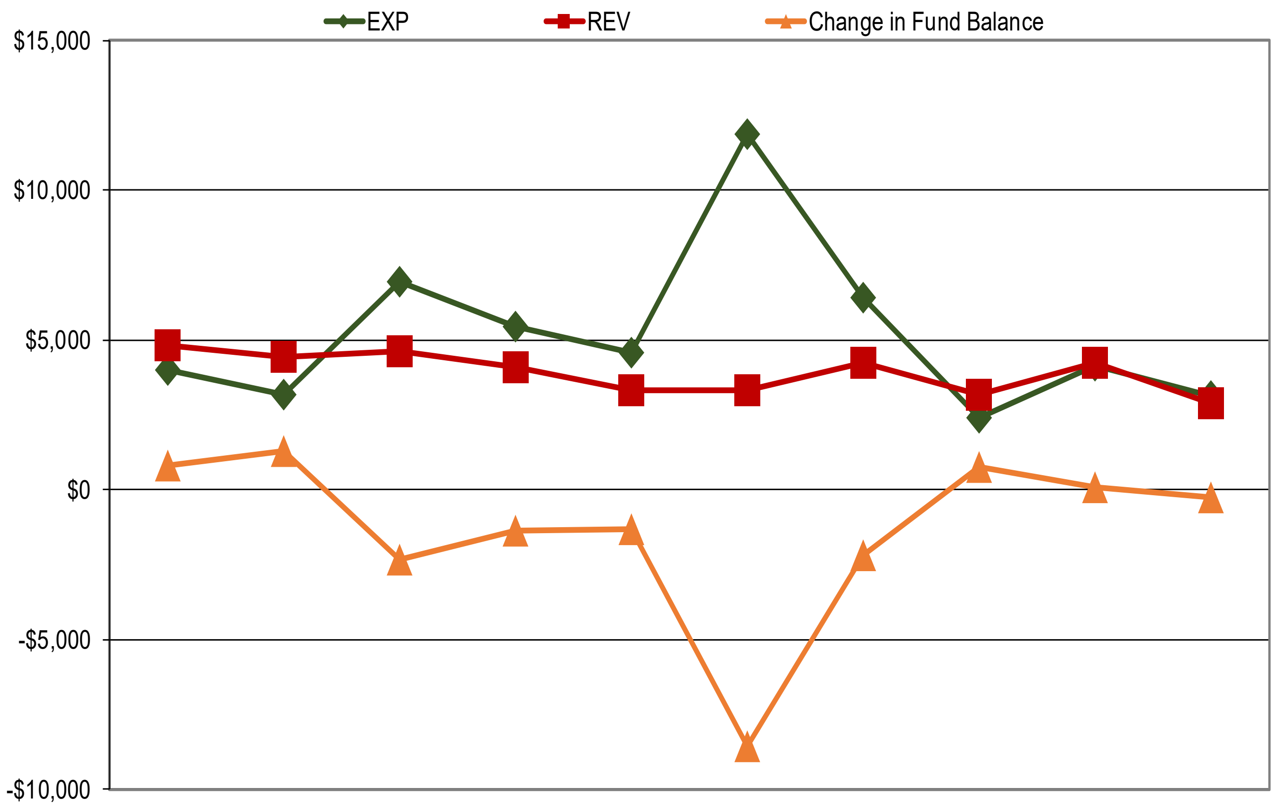
BALLSTON PUBLIC PARKING GARAGE FUND
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1				
Debt Service Reserve Fund [1]	$577,175	$577,178	$577,175	-
Economic Stability Reserve[2]	492,500	750,000	1,000,000	$402,274
Maintenance Reserve	-	83,225	261,662	-
TOTAL BALANCE	1,069,675	1,410,403	1,838,837	402,274
REVENUE				
Parking Revenue	3,185,177	4,214,010	1,337,000	2,869,700
TOTAL REVENUE	3,185,177	4,214,010	1,337,000	2,869,700
TOTAL REVENUE & BALANCE	4,254,852	5,624,413	3,175,837	3,271,974
EXPENSES				
Garage Operations	2,195,700	2,567,818	2,196,385	2,354,172
Capital Replacement	220,315	1,000,000	-	200,000
Debt Repayment and Debt Service	-	577,178	577,178	593,061
TOTAL EXPENSES	2,416,015	4,144,996	2,773,563	3,147,233
BALANCE, JUNE 30				
Debt Service Reserve Fund [1]	577,175	577,178	-	-
Economic Stability Reserve[2]	1,000,000	902,239	402,274	124,741
Maintenance Reserve	261,662	-	-	-
TOTAL BALANCE	$1,838,837	$1,479,417	$402,274	$124,741

[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. 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. The reserve is expected to be drawn upon in FY 2021 and FY 2022 due to the ongoing effects of COVID-19. Per the Financial and Debt Management Policies, this balance will be replenished over the next three fiscal years.

EXPENDITURE AND REVENUE TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$3,994	$3,152	$6,951	$5,453	$4,590	$11,872	$6,402	$2,416	$4,145	$3,147
REV	$4,824	$4,420	$4,622	$4,077	$3,298	$3,312	$4,233	$3,185	$4,214	$2,870
Change in Fund Balance	$830	$1,268	-$2,329	-$1,376	-$1,292	-$8,560	-$2,169	$769	$69	-$277

.

Fiscal Year	Description	FTEs
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 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).	

Fiscal Year	**Description**	**FTEs**
	▪ 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	▪ Increased materials and supplies ($41,600). ▪ Decreased garage management costs and other contractual services ($33,068). ▪ Capital Construction increased due to ongoing garage improvements as outlined in the Adopted FY 2019 – FY 2028 CIP ($1,000,000). ▪ Property taxes increased $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.	

Fiscal Year	Description	FTEs
FY 2021	▪ Increased materials and supplies ($6,300). ▪ Increased garage management costs and other contractual services ($61,000). ▪ Property taxes increased $18,753 due to an increase in the property assessment. ▪ Capital construction decreased by $222,375 due to completion of garage improvements related to the Ballston Quarter redevelopment. ▪ Revenue increased by $50,910 due to the completion of Ballston Quarter and an increase in daily and monthly parking utilization.	

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 SUMMARY

- 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 2022 proposed budget for the Ballston Public Parking Garage Eighth Level is $90,112, a three percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↓ Non-personnel expenses decrease due to a reduction in contractual services ($4,234), partially offset by an increase in real estate taxes ($1,505).
- ↓ Revenue decreases due to the projected decrease in parking due to the ongoing impact of COVID-19 ($39,890).

PROGRAM FINANCIAL SUMMARY

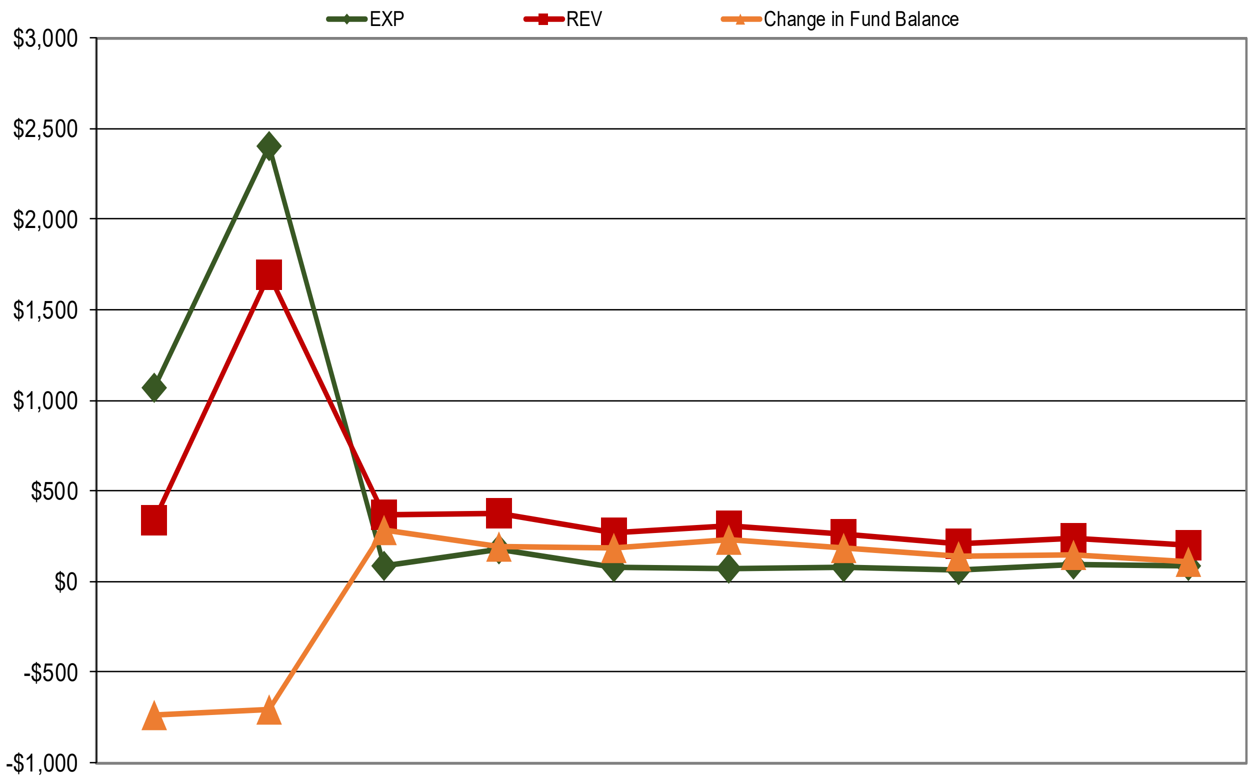
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	-	-	-	-
Non-Personnel	$64,505	$92,841	$90,112	-3%
Capital Construction	-	-	-	-
Total Expenditures	64,505	92,841	90,112	-3%
Fees	205,688	240,540	200,650	-17%
Total Revenues	205,688	240,540	200,650	-17%
Change in Fund Balance	$141,183	$147,699	$110,538	-25%

BALLSTON PUBLIC PARKING GARAGE - EIGHTH LEVEL
OPERATING STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
BALANCE, JULY 1				
Construction Reserve	$1,394,796	$1,572,530	$1,535,979	$1,516,268
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	1,434,796	1,612,530	1,575,979	1,556,268
REVENUE				
Parking Revenue	205,688	240,540	67,804	200,650
TOTAL REVENUE	205,688	240,540	67,804	200,650
TOTAL REVENUE & BALANCE	1,640,484	1,853,070	1,643,783	1,756,918
EXPENSES				
Eighth Level Garage Operations	64,505	92,841	87,515	90,112
Eighth Level Capital Expense	-	-	-	-
TOTAL EXPENSES	64,505	92,841	87,515	90,112
BALANCE, JUNE 30				
Construction Reserve	1,535,979	1,720,229	1,516,268	1,626,806
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	$1,575,979	$1,760,229	$1,556,268	$1,666,806

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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$1,072	$2,403	$86	$177	$78	$73	$77	$65	$93	$90
REV	$337	$1,696	$369	$374	$267	$307	$263	$206	$241	$201
Change in Fund Balance	-$735	-$707	$283	$197	$189	$234	$186	$141	$148	$111

Fiscal Year	Description	FTEs
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 decreased 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	▪ Decreased cost for custodial supplies ($15,000). ▪ Increased 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).	
FY 2021	▪ Increased maintenance and repairs ($6,000) and real estate taxes ($1,175). ▪ Revenue decreased due to forecasted decreases in parking fee revenue ($22,860).	

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: Policy, Research, and Information Management, 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 2022 proposed expenditure budget for the CPHD Development Fund is $23,662,916, a two percent decrease from the FY 2021 adopted budget. The FY 2022 proposed budget reflects:

- ↑ Personnel increases primarily due to the addition of positions listed below and adjustments to salaries resulting from job family studies for Engineers ($401,433). These increases are mostly offset by decreases due to adjustments made to personnel associated with the Permit Arlington project ($228,128), lower retirement contributions based on current actuarial projections, and removal of the salaries for positions added in the FY 2021 budget before the COVID-19 pandemic but held vacant and removed in FY 2022 ($720,379). It should be noted that the FTEs were removed from the adopted FY 2021 budget but the funding allocation remained if the County's financial condition improved in the fiscal year.
  - Addition of an Associate Planner in the Board of Zoning Appeals section ($118,869, 1.0 FTE)
  - Addition of a Zoning Technician in the Zoning Counter Services Section ($85,841, 1.0 FTE)
  - Transfer in of an Administrative Technician I from the CPHD General Fund ($68,988, 1.0 FTE)
- ↓ Non-personnel decreases due to the removal of a contingent set-aside for Amazon development in FY 2020 ($300,000), removal of one-time funds added in the FY 2021 budget to support the Board of Zoning Appeals (BZA) ($100,000), printer reductions ($16,098), and a decrease in costs associated with the Permit Arlington project ($218,440). These decreases are partially offset by an increase associated with rent for the tenth floor ($93,716) and adjustments to the annual expense for maintenance and replacement of County vehicles ($1,002).
- ↓ Revenue decreases primarily due to projected permit activity ($6,510,627), partially offset by the addition of new fees for Zoning electrical, plumbing, and verification permits ($61,820).

FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change 21 to 22
Personnel	$13,191,416	$14,296,179	$14,298,021	-
Non-Personnel	6,753,824	9,904,715	9,364,895	-5%
Total Expenditures	19,945,240	24,200,894	23,662,916	-2%
Fees	18,265,113	26,363,154	19,914,347	-24%
Total Revenues	$18,265,113	$26,363,154	$19,914,347	-24%
Permanent FTEs	113.00	113.00	116.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	113.00	113.00	116.00	

Expenses & Revenues by Line of Business

	FY 2020 Actual Expense	FY 2021 Adopted Expense	FY 2022 Proposed Expense	% Change '21 to '22	FY 2022 Proposed Revenue	FY 2022 Change in Fund Balance
Policy, Research and Information Mgmt.	3,281,079	1,025,126	1,286,242	25%	2,162,812	876,570
Counter Services	-	1,044,105	1,104,391	6%	-	(1,104,391)
Zoning Enforcement	-	828,306	837,421	1%	-	(837,421)
Zoning Plan Review	-	1,089,721	1,108,245	2%	-	(1,108,245)
Board of Zoning Appeals	-	225,934	252,481	12%	-	(252,481)
Construction Permit Admin. Services	9,705,996	13,184,210	12,091,087	-8%	10,768,486	(1,322,601)
Construction Field Inspection Services	4,205,148	3,561,168	3,595,983	1%	3,595,983	-
Construction Plan Review Services	2,753,017	3,242,324	3,387,066	4%	3,387,066	-
Total Expenditures	**$19,945,240**	**$24,200,894**	**$23,662,916**	**-2%**	**$19,914,347**	**($3,748,569)**

Authorized FTEs by Line of Business

	FY 2021 FTEs Adopted	FY 2022 Permanent FTEs Proposed	FY 2022 Temporary FTEs Proposed	FY 2022 Total FTEs Proposed
Policy, Research and Information Management	7.00	8.00	-	8.00
Counter Services	10.00	10.00	-	10.00
Zoning Enforcement	7.00	7.00	-	7.00
Zoning Plan Review	9.00	9.00	-	9.00
Board of Zoning Appeals	1.00	2.00	-	2.00
Construction Permit Admin. Services	30.00	31.00	-	31.00
Construction Field Inspection Services	28.00	28.00	-	28.00
Construction Plan Review Services	21.00	21.00	-	21.00
Total FTEs	**113.00**	**116.00**	**-**	**116.00**

CPHD Development
Fund Statement

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Re-estimate	FY 2022 Proposed
ADJUSTED BALANCE, JULY 1				
Contingent Fund Reserve	$5,457,301	$6,928,634	$5,983,572	$6,808,169
Capital Reserve	12,031,048	13,976,031	9,824,650	6,158,684
TOTAL BALANCE	17,488,349	20,904,665	15,808,222	12,966,853
REVENUE				
Fees	18,265,113	26,363,154	19,852,527	19,914,347
TOTAL REVENUE	18,265,113	26,363,154	19,852,527	19,914,347
TOTAL REVENUE & BALANCE	35,753,462	47,267,819	35,660,749	32,881,200
EXPENSES				
Personnel	13,191,416	14,296,179	13,164,086	14,298,021
Non-personnel	6,753,824	9,904,715	9,529,810	9,364,895
TOTAL EXPENSES	19,945,240	24,200,894	22,693,896	23,662,916
BALANCE, JUNE 30	15,808,222	23,066,925	12,966,853	9,218,284
Contingent Fund Reserve	5,983,572	7,260,268	6,808,169	7,098,875
Capital Reserve	9,824,650	15,806,657	6,158,684	2,119,409
TOTAL BALANCE	$15,808,222	$23,066,925	$12,966,853	$9,218,284

- 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.

POLICY, RESEARCH, AND INFORMATION MANAGEMENT

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Policy, Research and Information Management (PRIM):
- 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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Zoning compliance letter/determination average turnaround time (days)	N/A	35	36	55	35	35
Percentage of accessory dwelling code consultations that resulted in applications that were issued permits	N/A	83%	100%	97%	100%	100%

- The Code of Virginia sets a 90-day window for the fulfillment of zoning compliance letters and zoning determinations, unless the requestor agrees to allow additional time. The goal for the Zoning Division is to provide responses in 30-45 days.
- Zoning compliance letters and zoning determination transitioned from paper to digital submissions with the implementation of Permit Arlington in September 2019. The increased turnaround times in FY 2020 are related to process adjustments from this change. In FY 2021 and beyond, a return to previous response times is anticipated, now that customers and staff are more familiar with the system and technical updates have resolved previous issues.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of accessory dwelling code consultations	N/A	14	35	67	40	44
Number of accessory dwelling permit applications	N/A	7	12	30	52	52
Number of accessory dwelling permits issued	1	4	11	29	40	40
Number of Zoning Administrator determinations issued	46	43	42	38	47	45

POLICY, RESEARCH, AND INFORMATION MANAGEMENT

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of zoning compliance letters issued	71	62	84	84	85	85
Number of administrative change applications	294	253	269	249	255	255

- 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. While not required, they are recommended by staff to discuss the feasibility of a proposed accessory dwelling unit with a property owner.
- In July 2019, the Arlington County Board adopted new standards that increased flexibility for homeowners to create and build accessory dwellings (ADs). This resulted in a significant increase in the number of accessory dwelling consultations, applications, and permits issued in FY 2020 and beyond.
- The number of AD consultations is expected to decrease in FY 2021 due to a growing group of small contractors who have begun to specialize in AD projects, becoming very familiar with the AD requirements. We expect this growing group of knowledgeable applicants to reduce the demand for code consultations.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average wait time per customer (minutes)	25	29	21	24	N/A	N/A
Number of walk-in customers served	10,704	10,155	9,931	6,378	7,200	8,000
Number of building permits processed	2,506	2,150	2,171	1,680	1,600	1,700
Number of non-building permits processed	1,207	1,225	1,365	1,306	1,100	1,200

- Average wait time per customer is based on the average time it would take to serve a customer should they walk into the office. Due to COVID-19, all in-person activity ceased in March 2020. It is uncertain of when in-person activity will return or how it will be provided; therefore, there are no current estimates for this metric for FY 2021 and FY 2022.
- The decrease in the number of customers served in FY 2020 is associated with the office closure due to COVID-19. The number of customers served is expected to remain at lower levels in FY 2021 and FY 2022. While the number of customers served traditionally reflects the number of in-person customers, this has been adjusted in FY 2021 and FY 2022 to include customer inquiries by email and phone to account for programmatic changes due to COVID-19. Although all in-person services were suspended in March 2020, Counter Services technicians continued to respond to serve customers by phone, email, and virtual meetings and conferences.
- The decrease in the number of building permits and non-building permits processed in FY 2020 and beyond is due to construction and business activity effected by COVID-19. A slight increase is expected in FY 2022.

COUNTER SERVICES

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of Certificates of Occupancy processed	1,234	981	1,227	1,142	1,000	1,200

- The number of Certificates of Occupancy processed in FY 2020 and FY 2021 have decreased due to building occupancy limitations and construction slowdowns associated with COVID-19. FY 2022 estimates reflect a slight increase in construction and business activities post COVID-19.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of complaint cases	N/A	N/A	308	375	300	320
Number of warning notices	N/A	N/A	64	49	55	75
Number of violation notices	N/A	N/A	81	139	100	100
Number of tickets issued	44	34	37	25	5	10
Total number of Certificate of Occupancy inspections	1,411	1,166	1,127	956	900	1,000
Number of virtual inspections	N/A	N/A	N/A	5	10	10

- The number of Zoning complaint cases increased in FY 2020 due to the increase in the number of noise complaints and the number of residents erecting structures without approval.
- The increase in the number of violation notices in FY 2020 is due to the increase in cases and significant decrease of face to face inspections. Violation notices became the main communication method of informing residents of the steps necessary to gain compliance.
- The number of tickets issued decreased in FY 2020 due to the County’s temporary hold on enforcement violations such as signs and outdoor dining, to allow businesses to stay open and advertise during COVID-19.
- The number of Certificate of Occupancy Inspections decreased in FY 2020 due to COVID-19 with restaurants and retail shops not being able to open during the initial quarantine. The impact of COVID-19 is expected to continue through FY 2022.
- Virtual Inspections were initiated in March 2020 due to COVID-19, to continue to provide this vital service and protect the safety of the public and our staff. Virtual inspections include recurring “visits” to project sites, complaint responses, and certificate of occupancy inspections. The Enforcement team plans to continue to utilize virtual inspections post COVID-19 in addition to in-person inspections.

ZONING ENFORCEMENT

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average case duration (days) from open to close	N/A	N/A	53	31.8	40	40
Percentage of cases closed prior to ticket issuance	N/A	N/A	81%	85%	90%	90%

- Average case duration decreased in FY 2020 due to a decrease in workload associated with the impact of COVID-19. This decrease allowed the ability to have more time to conduct research and resolve issues at a quicker rate. The case duration is anticipated to increase slightly in the out years.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of by-right building permits reviewed	3,171	2,904	2,264	3,239	3,100	3,100
Number of special exception building permits reviewed (site plan/ use permits)	1,054	1,190	1,419	1,396	1,100	1,300
Percentage of special exception permits reviewed within 21 days	100%	100%	100%	100%	100%	100%
Percentage of by right building permits reviewed within 15 days	100%	100%	100%	100%	100%	100%

- The number of residential by right building permits in the second half of FY 2020 was significantly higher compared to commercial by right for the same period and compared to the previous years. It is anticipated to stay steady for the remainder of FY 2021.
- It is anticipated that the special exception projects will slightly decrease in FY 2021 due to delays in the start of some site plan and use permit projects. Site plan development activity is expected to increase in 2022.

ZONING PLAN REVIEW

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Citizens/groups/contractors/developer meetings attended	739	842	667	1,074	1,200	1,200
Percentage of electronically reviewed permits	N/A	N/A	80%	90%	100%	100%
Percentage of special exception building permits reviewed.	25%	29%	39%	30%	25%	25%

- The increased number of meetings attended by staff in FY 2020 is associated with the March 2020 office closure due to COVID-19. With the halt of in-person activities, customers started requesting meetings with staff to discuss their projects/comments. This increase is expected to continue through FY 2022.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of BZA meetings	11	14	12	7	15	15
Number of BZA Cases	191	166	114	86	153	114
Cases approved or partially approved	118	103	80	55	99	80
Number of Pre-application meeting	N/A	30	70	77	85	93

- The decrease in the number of BZA meetings and cases in FY 2020, was due to the impacts of COVID-19. Due to public health restrictions, the BZA was unable to safely hold a public hearing for the last four (4) months of FY 2020.
- The number of BZA meetings and cases is expected to increase in FY 2021, as the backlog of cases caused by COVID-19 are addressed. It is anticipated the number of cases will return to historical levels in FY 2022, while the number of meetings is expected to remain higher than in past years due to the BZA's desire to decrease the length of their public meetings by increasing their frequency.
- Pre-application meetings have been tracked since FY 2018 and have increased every year. The increased estimates in FY 2021 and FY 2022, reflect this gradual upward trend. Despite the limitations created by the COVID-19 pandemic, staff continued to meet with applicants virtually during this time. As such, pre-application meetings with residents did not decrease in FY 2020 and due to ease of scheduling, this number is expected to increase in future years.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
BZA Use Permits	118	88	78	59	103	78
BZA Variances	22	19	15	12	16	15
BZA Appeals	5	2	3	0	3	3
Carryover Cases	46	57	18	15	31	31

BOARD OF ZONING APPEALS

- The decrease in the number of BZA Use Permits, BZA Variances, and BZA Appeals in FY 2020 is due to the impacts of COVID-19 and the inability to hold public meetings. Subsequent increases in each case type is anticipated in FY 2021 once virtual public meetings have been introduced and the case backlog is addressed. In FY 2022, the number of use permits, variances, and appeals are anticipated to return to pre-pandemic levels.
- 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 due to the hiring of staff in the Board of Zoning Appeals section.
- The number of Carryover cases is anticipated to increase in FY 2021 and FY 2022 due to the correlating workload and recent trends by the BZA to defer actions to allow applicants additional time to respond to questions they have and conduct neighbor outreach.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Number of construction permits issued	16,822	15,468	16,975	15,555	15,500	16,000
Number of customers served at the customer kiosk	28,640	25,051	27,549	13,200	1,000	1,000
Square footage of permits (millions)	12.7	10.3	9.2	12.9	11.0	12.0

- The number of construction permits issued per year varies due to the amount of services needed.
- 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. This decreased in FY 2020 due to COVID-19 and the halt of all in-person activity in March 2020. The FY 2021 and FY 2022 estimates reflect the continuation of virtual assistance.
- The square footage of permits and estimated building value (below) varies per year due to the size of the projects in the developmental pipeline and their permitting needs.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Estimated building value	$1 Billion	$1.3 Billion	$1.1 Billion	$1.8 Billion	$1.2 Billion	$1.4 Billion
Number of inspections scheduled through the Interactive Voice Response (IVR) System	16,089	12,478	13,968	12,205	13,000	13,000
Number of inspections scheduled through the website	24,444	26,301	29,946	28,358	30,000	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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average number of daily inspections by inspector	10	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	39,749	62,247	67,562	62,458	65,000	65,000

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Percent of inspections approved - residential and commercial	73%	95%	74%	64%	75%	75%

- 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.
- The number of inspections and percent of inspections approved decreased in FY 2020 due to the restrictions of COVID-19.

CONSTRUCTION PLAN REVIEW SERVICES

PROGRAM MISSION

To ensure building construction documents meet adopted code requirements and support public health, safety, and welfare.

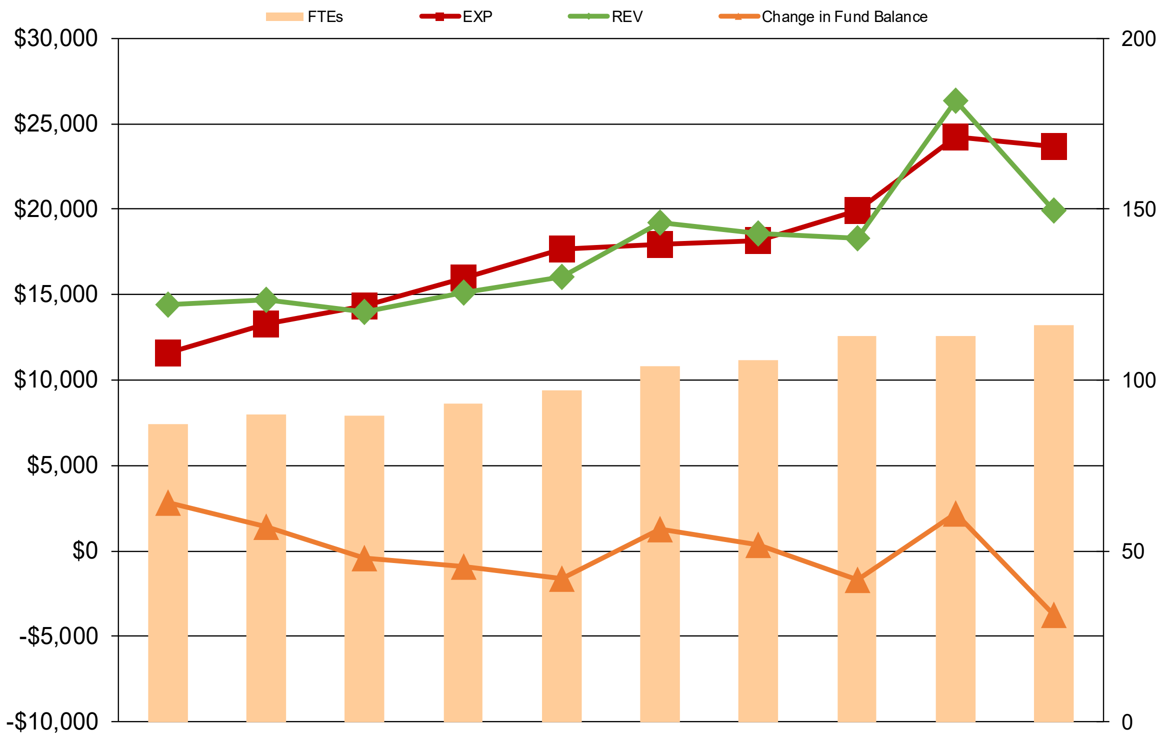
PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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
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	40	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 2021, these measures will be reported as performance measures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$11,564	$13,258	$14,376	$15,984	$17,663	$17,936	$18,191	$19,945	$24,201	$23,663
REV	$14,415	$14,695	$13,990	$15,095	$16,014	$19,226	$18,547	$18,265	$26,363	$19,914
Change in Fund Balance	$2,851	$1,437	-$386	-$889	-$1,649	$1,290	$356	-$1,680	$2,162	-$3,749
FTEs	87.00	90.00	89.50	93.00	97.00	104.00	106.00	113.00	113.00	116.00

Fiscal Year	Description	FTEs
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).	3.0
	▪ Non-personnel expenditures decreased due to the following items: reduction in consultant services ($210,000), elimination of the contingent funding ($210,000), reduction in other non-personnel costs to reflect actual spending ($167,000), partially offset by an increase in building rent for the 10th floor of Courthouse Plaza ($130,588).	
	▪ Revenue 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).	
FY 2015	▪ Transferred a Business Systems Analyst from the CPHD General Fund ($72,110).	0.5
	▪ Converted an Elevator Inspector ($106,910) as well as position reclassification savings ($43,090) to contractual services for the elevator inspection program.	(1.0)
	▪ Increased building rent for the 10th floor of Courthouse Plaza ($13,643).	
	▪ Reduced annual expense for maintenance and replacement of County vehicles ($927).	
FY 2016	▪ Transferred a Business Systems Analyst from the CPHD General Fund ($72,739).	0.5
	▪ Added a Plan Reviewer ($84,711), Records Technician ($74,079), and a Zoning Planner ($79,382).	3.0

Fiscal Year	Description	FTEs
	▪ 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 Services 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*
FY 2021	▪ Transferred out three permit positions to DES General Fund and other adjustments associated with Permit Arlington ($265,798).	(3.0)
	▪ Added a Receptionist position which will be partially funded by the DES General Fund ($59,114).	1.0
	▪ Non-personnel increases due to the increase in overhead costs related to General Fund operational support ($291,563), the addition of one-time funds to support the Board of Zoning Appeals (BZA) ($100,000), partially offset by a decrease associated with Permit Arlington ($17,120).	

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 2022 proposed expenditure budget for the Department of Environmental Services' (DES) Automotive Equipment Fund is $20,969,541, a 13 percent increase from the FY 2021 adopted budget. The FY 2022 budget reflects:

- ↓ Personnel decreases due to the reductions itemized below, vacant positions being filled at lower salaries than previously budgeted for, and lower retirement contributions based on current actuarial projections.
- ↑ Vehicle addition expenses increase due to additional vehicle purchases in FY 2022 ($32,168), partially offset by the removal of funds added in the FY 2021 budget for additional vehicle purchases ($30,000).
- ↑ Vehicle replacement expense increases primarily due to the current vehicle replacement schedule and increase in Lease Purchase expenses ($2,967,571) for fire apparatus, partially offset by decreases due to the number and configuration of vehicles replaced based on mileage, condition, age, and departmental needs ($298,366).
  - In FY 2022, County departments deferred an increased number of vehicles for replacement given low mileage and vehicle condition due to COVID-19 (deferrals in FY 2021 were 210, deferrals in FY 2022 are 235).
- ↑ Revenue increases due to lease purchase revenue ($2,967,571) to finance fire apparatus and fleet additions ($2,168), partially offset by decreases due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles ($83,480).

FY 2022 Proposed Budget Reduction

Equipment Bureau

- ↓ Eliminate two vacant technicians ($177,350, 2.0 FTEs)

  IMPACT: In order to keep up with the maintenance and repair of construction equipment, efficiencies will have to be realized in the Engineering section and additional support will have to be provided from the evening Heavy Fleet section. The Equipment Bureau believes both of these reductions are manageable, however; if there is a significant negative impact on vehicle downtime the bureau will request additional FTEs in future budget processes.

FUND FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$6,119,426	$6,736,501	$6,472,913	-4%
Non-Personnel	2,284,268	2,936,385	2,923,801	-
Accident Repairs	222,964	291,200	291,200	-
Additions	53,551	30,000	32,168	7%
Replacement & Lease Purchase	9,590,605	8,450,254	11,119,459	32%
Transfer to General Fund and School	-	-	-	-
Subtotal	18,270,814	18,444,340	20,839,541	13%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Net Expenditures	18,400,814	18,574,340	20,969,541	13%
County & School Revenues	16,889,164	18,245,065	18,161,585	-
Sales of Surplus Equipment	780,898	300,000	300,000	-
Miscellaneous Revenues	247	61,000	61,000	-
Transfer from General Fund	-	30,000	32,168	7%
Transfer from Line of Credit Proceeds	1,486,887	-	2,967,571	-
Transfer from Utilities Fund	47,000	-	-	-
Total Revenues	19,204,196	18,636,065	21,522,324	15%
Change in Fund Balance	$803,382	$61,725	$552,783	
Permanent FTEs	60.00	60.00	58.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	60.00	60.00	58.00	

AUTOMOTIVE EQUIPMENT FUND: FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1	**$10,336,393**	**$3,557,084**	**$11,139,775**	**$6,534,931**
OPERATING RECEIPTS				
Maintenance/Operating Rental Book	5,743,330	5,515,936	5,643,929	5,469,740
Other Maintenance - Non Rental Book	153,675	400,000	400,000	400,000
Temporary Loan Vehicles	-	130,000	130,000	130,000
Schools Maint./ Operating	2,114,141	2,740,687	2,414,751	2,524,618
Other Maintenance - Non Rental Book Schools	23,887	120,000	45,000	45,000
Subrogation Revenues	-	60,000	60,000	60,000
Miscellaneous	247	1,000	1,000	1,000
CAPITAL RECEIPTS				
County Fleet Replacement & Lease Purchase	7,327,807	7,622,891	7,257,758	7,832,697
Schools Replacement	1,526,324	1,715,551	1,715,551	1,759,530
Sales of Surplus Equipment	780,898	300,000	1,381,242	300,000
TOTAL RECEIPTS	**17,670,309**	**18,606,065**	**19,049,231**	**18,522,585**
OTHER FINANCING SOURCES				
Transfers in from General Fund	-	30,000	30,000	-
Additions to the Fleet:	-	-	-	32,168
Transfers in from Utilities Fund	47,000	-	-	-
Transfers in from 380900 Line of Credit Proceeds	1,486,887	-	3,438,113	2,967,571
Transfers in from General Capital Fund	-	-	-	-
TOTAL TRANSFERS IN	**1,533,887**	**30,000**	**3,468,113**	**2,999,739**
TOTAL RECEIPTS AND TRANSFERS IN	**19,204,196**	**18,636,065**	**22,517,344**	**21,522,324**
TOTAL BALANCE, CAPITAL RESERVE, RECEIPTS AND TRANSFERS IN	**29,540,589**	**22,193,149**	**33,657,119**	**28,057,255**
OPERATING EXPENSES				
Administration, Maintenance	6,546,255	7,422,756	7,422,756	7,111,471
Schools	2,080,403	2,541,330	2,564,805	2,576,443
Subtotal	**8,626,658**	**9,964,086**	**9,987,561**	**9,687,914**
CAPITAL EXPENSES				
Encumbrance/ Incomplete Projects	-	-	10,777,629	-
Transfer In from General Capital Fund	-	-	-	-
Replacements to Fleet (County)	7,397,274	5,530,093	4,718,535	9,419,459
Replacements to Fleet (Schools)	1,576,727	1,478,463	1,478,463	1,700,000
Additions to Fleet	53,551	30,000	30,000	32,168
Lease Purchase	616,604	1,441,698	-	-
Subtotal	**9,644,156**	**8,480,254**	**17,004,627**	**11,151,627**
TOTAL EXPENSES	**18,270,814**	**18,444,340**	**26,992,188**	**20,839,541**
Transfer Out to Fund 101	-	-	-	-
Transfer Out to School Operating	-	-	-	-
Transfer to General Fund - Insurance	130,000	130,000	130,000	130,000
TOTAL TRANSFERS	**130,000**	**130,000**	**130,000**	**130,000**
TOTAL OPERATING EXPENSES AND TRANSFERS OUT	**18,400,814**	**18,574,340**	**27,122,188**	**20,969,541**
BALANCE, JUNE 30	**$11,139,775**	**$3,618,809**	**$6,534,931**	**$7,087,714**

Note: Fund Balance is reserved for financing encumbrances and incomplete projects carried over from the previous fiscal year. Fund balance includes $601,851 for capital lease and $212,412 line of credit liabilities. Starting fund balance for FY 2021 budget purposes is calculated as Equity in Pooled Cash less Vouchers Payable per the CAFR. See the FY 2020 CAFR page 222.

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.

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average Annual Heavy Vehicle Downtime	14%	11%	16%	12%	12%	12%
Average Annual Light Vehicle Downtime	3%	3%	3%	3%	2%	2%
Inventory Accuracy (%)	99%	97%	91%	94%	95%	95%
Inventory Managed ($)	$688,287	$724,213	$675,132	$626,985	$675,000	$675,000
Gasoline Used (Thousand gallons)	515	530	464	512	350	425
Light Vehicle Average Maintenance and Repair Cost	$4,337	$4,372	$3,956	$3,777	$4,009	$3,884
Heavy Truck Average Maintenance & Repair Cost	$11,956	$11,477	$9,008	$9,437	$9,565	$9,024
Ultra Low Sulfur Diesel Used (Thousand gallons)	665	668	658	594	375	450

- Lower projected gasoline and diesel usage in FY 2021 is due to the COVID-19 Pandemic and less vehicle usage.
- Average maintenance costs for Heavy Truck and Light Vehicle maintenance is based on a four-year rolling average. In FY 2022, there will be a slight decrease.

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Electric Light Vehicles in Fleet	4	4	7	7	12	17
Heavy Vehicles in Fleet	204	210	210	202	195	200
Hybrid Light Vehicles in Fleet	127	120	112	112	107	105

- In FY 2022, the number of electric light vehicles is expected to increase as the County is actively pursuing replacement of vehicles with Nissan Leafs. This purchase is an important step that will support the Community Energy Plan (CEP), adopted in September 2019 by the County Board.
- Hybrid vehicles in the fleet are decreasing because in FY 2013 Ford stopped offering the Ford Escape Hybrid model and those vehicles have and are being replaced with a standard Ford Escape. Ford is now offering a Hybrid model again and the Equipment Bureau will be looking at this as a future replacement option.

SCHOOL FLEET REPAIR SECTION

PROGRAM MISSION

To provide Arlington County School Transportation with safe, reliable transportation to and from schools and school-related activities and provide timely inspection, maintenance, and repair services to the Arlington Public School (APS) fleet.

PERFORMANCE MEASURES

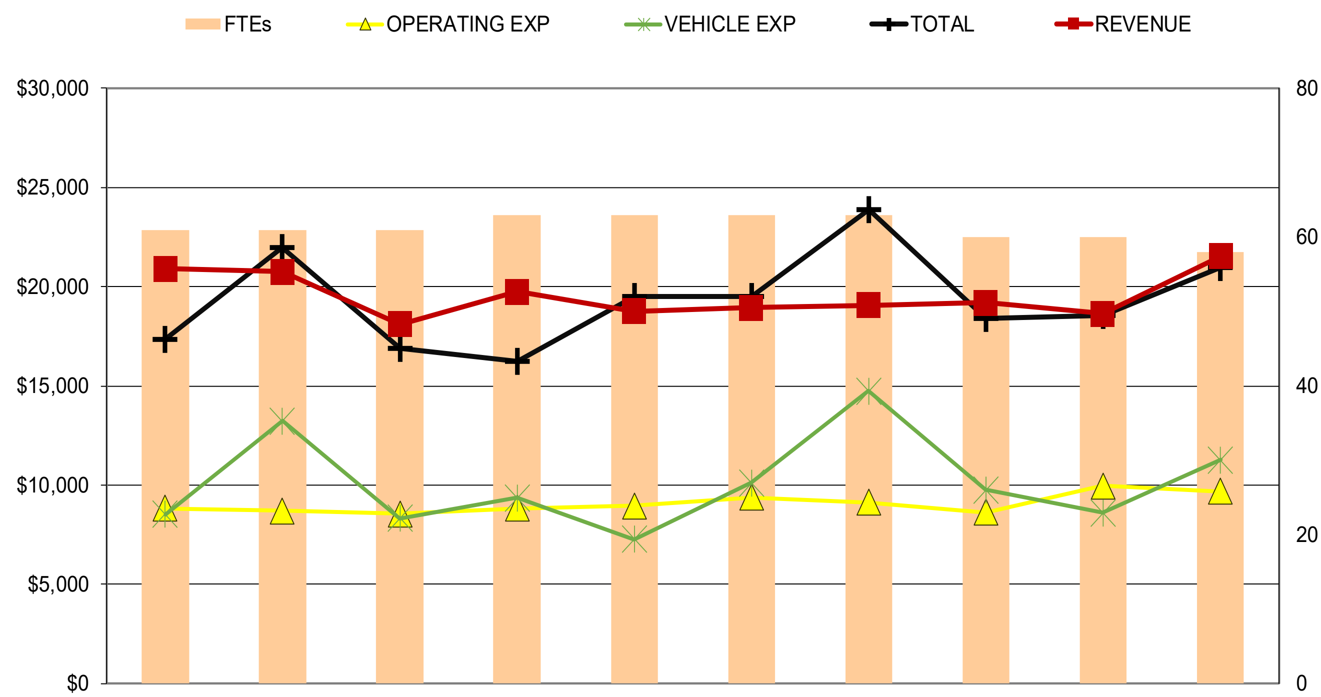
FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Buses Average Annual Maintenance & Repair	$9,221	$8,973	$8,509	$8,081	$8,157	$8,610
Buses Serviced	174	177	177	188	202	202

- Arlington County Public Schools continues to add newer buses to its fleet as it has over the last several years. Bus maintenance is based on a rolling 4-year average with a slight increase expected for FY 2022 based on the mix of vehicles.

Supporting Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Average Annual Bus Downtime	11%	7%	6%	5%	2%	3%

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
OPERATING EXP	$8,832	$8,716	$8,558	$8,825	$8,964	$9,393	$9,127	$8,627	$9,964	$9,688
VEHICLE EXP	$8,533	$13,239	$8,333	$9,359	$7,265	$10,127	$14,735	$9,774	$8,610	$11,282
TOTAL	$17,365	$21,955	$16,891	$16,229	$19,520	$19,520	$23,862	$18,401	$18,574	$20,970
REVENUE	$20,907	$20,760	$18,117	$19,742	$18,755	$18,945	$19,077	$19,204	$18,636	$21,522
FTEs	61.00	61.00	61.00	63.00	63.00	63.00	63.00	60.00	60.00	58.00

Fiscal Year	Description	FTEs
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) ($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. ▪ 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).	2.0

Fiscal Year	Description	FTEs
	▪ 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 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)
FY 2021	▪ Vehicle addition expenses decreased 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 one-time funding added for new vehicle purchases ($30,000). ▪ Vehicle replacement expenses increased primarily due to the current rental	

Fiscal Year	Description	FTEs
	book replacement schedule ($44,224). ▪ Lease purchases increased due to higher payments for the lease of the Fire Apparatuses ($236,091). ▪ Revenue increased 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 ($17,000).	

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 2022 proposed expenditure budget for the Department of Environmental Services' Printing Fund is $2,109,979, a 12% decrease from the FY 2021 adopted budget. The FY 2022 budget reflects:

- ↓ Personnel decreases primarily due to salary adjustments, staff turnover, and lower retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases primarily due to the reduction itemized below and printer reductions ($6,323).
- ↓ County revenue from departments decreases due to less demand for the purchase of paper in FY 2022 as a result of COVID-19 and increased telework ($470,459).
- ↓ Outside revenue decreases due to less demand for the purchase of paper in FY 2022 as a result of COVID-19 and increased telework ($40,000).
- ↑ The General Fund Transfer increases based on expenses supporting the County's mail operation ($8,597).

FY 2022 Proposed Budget Reductions

- ↓ Printing Services Contract ($175,699)

  IMPACT: The County's contract cost with Xerox is reduced based on renegotiating portions of the County's printing services contract. Hardware, software licenses, and Xerox service costs can be reduced or eliminated with minimal impact to the County operations.

PROGRAM FINANCIAL SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	% Change '21 to '22
Personnel	$770,625	$809,227	$716,413	-11%
Non-Personnel	1,773,701	1,575,468	1,393,566	-12%
Total Expenditures	2,544,325	2,384,695	2,109,979	-12%
County Revenue	1,823,591	2,195,459	1,725,000	-21%
Outside Revenue	154,411	170,000	130,000	-24%
General Fund Transfer	246,382	246,382	254,979	3%
Total Revenues	2,224,384	2,611,841	$2,109,979	-19%
Change in Fund Balance	($319,941)	$227,146	-	-100%
Permanent FTEs	8.00	8.00	8.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	8.00	

PERFORMANCE MEASURES

FY 2020 Performance Measures reflect COVID-19 impacts to services in the final months of the fiscal year while FY 2021 and FY 2022 estimates are based on current conditions and anticipated impacts on the performance measures. Additionally, FY 2022 estimates do not incorporate the impact of proposed budget reductions; the impact of those reductions are included in the impact statements shown in the Department Budget Summary.

Printing and Mail Services

Critical Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Customer satisfaction on assisted copies (scale 1-5)	4.9	4.9	4.9	4.9	4.9	4.9
Customer satisfaction on print orders (scale 1-5)	4.9	4.9	4.9	4.9	4.9	4.9

PRINTING FUND
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 Proposed
ADJUSTED BALANCE, JULY 1	$44,906	$50,525	($275,035)	($743,825)
REVENUE				
Intra-County	1,823,591	2,195,459	1,425,814	1,725,000
Outside Billings	154,411	170,000	102,355	130,000
Transfer in from General Fund	246,382	246,382	246,382	254,979
TOTAL REVENUE	2,224,384	2,611,841	1,774,551	2,109,979
TOTAL REVENUE & BALANCE	2,269,290	2,662,366	1,499,516	1,366,154
EXPENDITURES				
Printing Services & Mail Operations	2,544,325	2,384,695	2,243,341	2,109,979
TOTAL EXPENDITURES	2,544,325	2,384,695	2,243,341	2,109,979
BALANCE, JUNE 30	**($275,035)**	**$277,671**	**($743,825)**	**($743,825)**

- 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.
- Fund balance is currently negative due to declines in revenue from the COVID-19 Pandemic. The print shop will build fund balance back over a number of years and closely manage expenditures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS

$ in 000s	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget
EXP	$1,926	$2,368	$2,224	$2,285	$2,353	$2,484	$2,366	$2,544	$2,385	$2,110
REV	$1,967	$2,266	$2,247	$2,222	$2,581	$2,270	$2,381	$2,224	$2,612	$2,110
FTEs	9.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00

Fiscal Year	Description	FTEs
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).	
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).	

Fiscal Year	Description	FTEs
	▪ 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).	
FY 2021	▪ Non-personnel decreased primarily due to contractual obligations related to the County's contract with Xerox ($71,000), partially offset by anticipated higher paper costs ($6,311). ▪ County revenue increased from County departments due to the addition of a 15 percent 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).	

WHAT IS A CAPITAL PROJECT?

Capital projects include the design, construction, renovation or maintenance of capital assets. Capital assets are County-owned infrastructure that are of significant value, such as bridges, community centers, technology systems, water, sewer and stormwater infrastructure or parks, to name a few. County projects are funded from a variety of sources, including tax-supported Pay-As-You-Go (PAYG) funds, financed dollars such as general obligation (GO) bonds and short-term financed funds and, various other dedicated funding sources.

TYPES OF CAPITAL PROJECTS

Capital projects fall into one of two major categories: maintenance capital (MC) projects and general capital projects. The maintenance capital program serves to prolong the useful life of major 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. The County regularly conducts condition assessments of capital assets to establish an inventory of capital needs and associated prioritization plans. Maintenance capital activities differ from operating maintenance activities described elsewhere in this document in that maintenance capital activities are normally larger scale in terms of cost, size, nature, and frequency of maintenance activity.

General capital projects, on the other hand, are all other capital projects and includes those considered "new work", such as when the County constructs a new community center or rebuilds and reconfigures a street intersection. This distinction between maintenance and general capital projects is helpful because the two types have different goals. Maintenance capital projects protect the County's past investments in capital assets and ensure that Arlington residents get the maximum use out of those assets. General capital projects aim to meet emerging community needs by creating new capital assets or modifying existing assets to such a degree that the work cannot be considered maintenance capital.

Beyond this distinction between maintenance and general, the County further categorizes capital projects into Program Areas which correspond to the teams of County staff charged with executing the projects. The capital projects discussed in the following pages are organized into the following Program Areas:

- Regional Partnerships
- Transportation
- Facilities
- Parks and Recreation
- Technology
- Neighborhood Conservation.

HOW THE COUNTY PAYS FOR CAPITAL PROJECTS

The CIP is a comprehensive plan for capital investment in areas such as transportation, parks and recreation, pubic and government facilities, technology, equipment, and more. The County pays for these projects using a combination of tax revenues, general obligation (GO) bond proceeds, and other dedicated revenue sources. Due to these multiple funding sources and the multi-year nature of project execution, not all of the County's planned spending on capital projects appears in any one year of the operating budget (this document). For a complete overview of planned capital spending, refer to the Adopted Capital Improvement Plan(budget.arlingtonva.us/cip).

The General Capital Projects Fund or Pay-As-You-Go (PAYG) budget provides funding for capital improvements using current year ongoing revenue, one-time funding, state and federal grants, and developer fees. In addition to annual PAYG appropriations, short-term financing, bond financing and various other dedicated funding sources are the other primary sources of funding for the capital program.

The County typically uses PAYG and short-term financing to fund assets with useful lives of 10 years or less. Financed dollars, whether short- or long-term, are set on repayment schedules (debt service) concurrent with the expected useful lives of the financed assets. For example, short-term financing is often used for replacement of technology and equipment assets with expected useful lives from three to seven years. Long-term financing (e.g., GO bonds) is used primarily for the County's large capital infrastructure investments, such as buildings or roads, with expected useful lives of 10 or more years. Refer to the Debt Service section of this document and the Adopted Capital Improvement Plan for more detailed information on the County's long-term capital financing strategy.

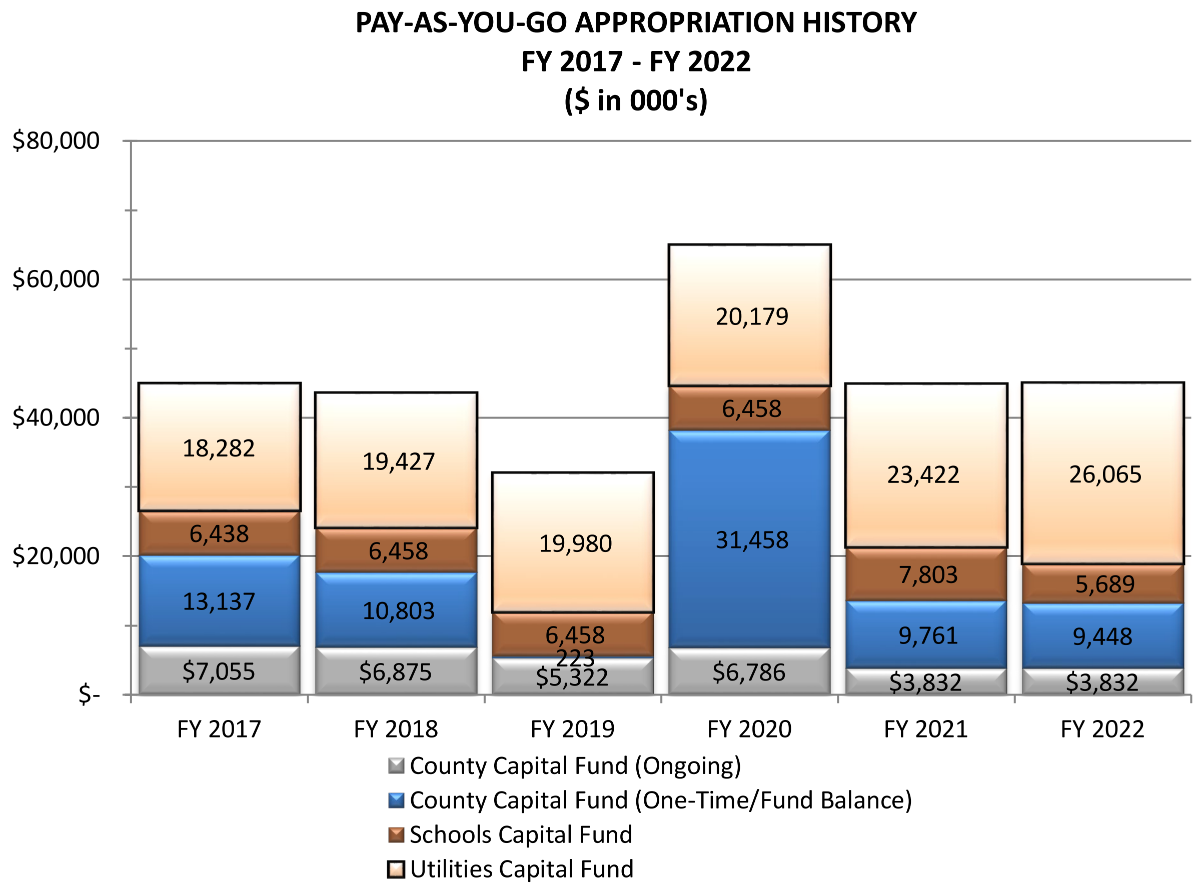
OVERVIEW OF FY 2022 CAPITAL PROGRAM

The proposed General Capital Projects Fund budget or Pay-As-You-Go (PAYG) for FY 2022 is $13.3 million. Funding for this program comes from a variety of sources including a transfer in from the General Fund ($1.2 million), bond premium balances ($5.7 million), and other carryover and/or reallocated balances from FY 2021 ($6.4 million).

The maintenance capital program serves to prolong the useful life of investments, while minimizing the need for repeated asset repair emergencies in the operating budget. This proposed budget focuses on replacing assets at the end of their useful lives and assets presenting a potential safety concern. Because projects are often multi-year in nature, appropriations rather than actual expenditures are presented.

In addition to the PAYG dollars in the General Capital Projects budget, there are PAYG investments in other funds and operations including:

- The Utilities Fund FY 2022 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 2022 PAYG budget is $5.69 million, which includes major maintenance and minor construction funding.


PAY-AS-YOU-GO APPROPRIATION HISTORY
FY 2017 - FY 2022
($ in 000's)
$80,000
$60,000
$40,000
$20,000
$-
18,282
6,438
13,137
$7,055
19,427
6,458
10,803
$6,875
19,980
6,458
223
$5,322
20,179
6,458
31,458
$6,786
23,422
7,803
9,761
$3,832
26,065
5,689
9,448
$3,832
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
County Capital Fund (Ongoing)
County Capital Fund (One-Time/Fund Balance)
Schools Capital Fund
Utilities Capital Fund

FY 2022 PAYG CAPITAL EXPENDITURES BY PROGRAM AREA

PROGRAM CATEGORY	Ongoing Funds	One-Time/ Reallocated Balances	**FY 2021 Bond Premium Funds	FY 2022 Proposed
Regional Partnerships	778,934	-	-	778,934
Transportation Maintenance Capital	1,276,451		1,015,549	2,292,000
Transportation Street Safety	-	250,000	-	250,000
Transportation Multi-Modal	-	110,000	-	110,000
Facilities Maintenance Capital	-	1,125,000	685,000	1,810,000
Facilities Design and Construction	194,000		-	194,000
Parks Maintenance Capital	424,000		3,950,000	4,374,000
Synthetic Turf		489,000		489,000
Technology	50,000	1,579,285	-	1,629,285
Neighborhood Conservation	500,000		-	500,000
Public Safety	133,000	-	-	133,000
Capital Contingency/Admin	475,842	243,928	-	719,770
Total Projects	**$3,832,227**	**$3,797,213**	**$5,650,549**	**$13,279,989**

1) Numbers may not add due to rounding.

2) Total funding is a combination of one-time dollars from reallocated project balances as well as FY 2021 bond premium from the County bond sale that is restricted in use to capital projects.

3) Ongoing funding total includes the amount of a one-time cut in FY 2022 to reduce the General Fund transfer ($2.6 million) to balance the FY 2022 budget. These ongoing funds will be replaced in FY 2023.

Regional Partnerships **$778,934**

Arlington County is a member of several regional organizations which provide services to Arlington residents and visitors. The Regional Partnerships program funds the County's annual contributions to support these organizations' capital needs. This funding is separate from the County's annual operating contribution to these organizations, which is discussed in the Regionals narrative in this document. The amount the County contributes every year for capital needs is determined by each organization's allocation formula.

- **Northern Virginia Regional Park Authority** **$641,703**

  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 which 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.

- **Northern Virginia Criminal Justice Academy** **$137,231**

  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 2022 budget reflects Arlington's contribution towards the annual debt payments of the EVOC.

Transportation – Maintenance Capital **$2,292,000**

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).

- **Paving Program** **$1,504,000**

  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) and has raised overall PCI to 80.2 in 2020 from an average PCI of 67 in 2014. 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 (the 15-year paving cycle, on average, with about 72 lane miles mill & overlay per year helps to maintain a desired average PCI). 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. GO bonds in the amount of $3.0 million from the 2020 Referenda will be funded for a total of $4.5 million in the paving program.

- **Bridge Maintenance** **$788,000**

  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. Twenty-five of the bridges are included in the Federal Highway Administration (FHWA) National Bridge Inventory (NBI), which establishes standards for inspection and maintenance of public highway bridges. All NBI bridges are required to be inspected and reported on at least biennially and the County has adopted this standard for all 36 bridges. The inspections result in recommendations for short-term, medium-term, and long-term maintenance and repairs. This program provides funding to cover the cost of annual inspections, routine and emergency maintenance, and minor rehabilitation projects for the County bridge inventory.

- **Street Lighting Management** **$-**

  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 intelligent Light Emitting Diode (LED) streetlight technology throughout the County. The smart LED lights have improved energy efficiency and reliability when compared to the prior technology. These newer lights offer improved functionality as they can be remotely monitored and controlled from a central system. The lights are programmed for dimming and can even be used to support emergency evacuation.

  The LED conversion of County-owned streetlights is almost complete. The conversion of Dominion Energy's streetlights began in FY 2021 and will be executed over 5 years.

  No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available to continue executing the program.

- **Transportation Systems and Traffic Signals** **$-**

  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; and (4) upgrades to system components such as controllers, detection, backup power, LED signal replacement, and emergency vehicle pre-emption. No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available to continue executing the program.

- **Intelligent Transportation System (ITS) Device Replacement** **$-**

  The County's Intelligent Transportation System (ITS) includes a comprehensive fiber network for communications and ITS components, such as camera detection for traffic signals, over 200 CCTV cameras and automated count stations. However, the variety of devices in use throughout the County requires a special set of technical skills, including extensive knowledge of technical capabilities, supply chain, and networking that is unavailable in the County workforce. Thus, the County requires on-call contractor support to maintain ITS equipment to meet reliability and performance expectations. This program provides the County the flexibility to maintain a highly reliable and functional portfolio of ITS devices. No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available to continue executing the program.

- **Parking Meters** **$-**

  This program enables the County to modernize and maintain its parking-meter equipment. This program replaces both multi-space and modern single-space meters as they reach the end of their useful operating life. In some instances, components are replaced to prolong equipment life. This reduces the likelihood of meter failures, thereby improving customer satisfaction, preserving revenue, and reducing operating maintenance costs. No new PAYG funding is being requested in FY 2022 as adequate existing funds are available.

- **Trail Lighting** **$-**

  There are approximately 10 miles of commuter trails and 100 trail lights in the County that DES maintains. DES is responsible for minor repairs such as bulb changes, splicing of wires, fuse replacements, repairing and cleaning of globes, power failures, leaning poles, fixture replacements (single) and, knocked-down poles. Any major repairs on off- road trails are carried out by Parks and Recreation under the Trail Modernization Program. No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available.

Transportation Multi-Modal Programs **$110,000**

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, provisions for Shared Mobility Devices (SMDs), and effective transportation demand management approaches.

- **Bike Arlington** **$60,000**

  The BIKE Arlington program uses a variety of funding sources to make 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. PAYG funding is specifically used for multiple ongoing subprograms 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 & 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.

This project is funded through a reallocation of existing transportation project balances.

- **Parking Technology** **$-**
  This project will support the upgrade of the residential permit parking program's (RPP) administration software, replacing an aging database system with one that is easier to administer, and will come with access to third-party support. No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available to continue executing the program.

- **Transportation Asset Management – Traffic Data Management & Integration** **$-**
  Transportation assets include deployed assets such as signals and signs installed in the right-of-way, inventory assets housed in warehouses, and traffic data assets. This program helps the County to develop and maintain a management system that not only keeps records but also makes data more accessible and analytical. This includes the development of a central traffic database that can house both historic and recent transportation data, including but not limited to: volume counts, speeds, collisions, classification, and occupancy. The database will have the following capabilities: 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. This program will also help track and manage assets by integrating with the current inventory system associated with the County's warehouse storage facility. No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available to continue executing the program.

- **Neighborhood Complete Streets** **$50,000**
  The Neighborhood Complete Streets (NCS) Program was established by the Arlington County Board in January 2016 to address safety and access problems on local (non-arterial) streets through physical improvement projects and ensure street design is compatible with surrounding land uses. The Program uses a variety of sources; PAYG funding allows for the continued implementation of 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. This project is funded through a reallocation of existing transportation project balances.

Transportation Street Safety **$250,000**

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 dedicated program to address safety as the focus.

- **Street Safety Improvements** **$250,000**
  The Street Safety Improvement (SSI) Program will implement safety improvements at intersections and streets for pedestrians, shared mobility device (SMD) users, bicyclists, transit riders, or motorists as determined through a comprehensive investigation, including crash

analysis. Improvements will 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, SMD parking corrals, minor lighting upgrades, and enhancements around high-conflict areas such as locations with high transit ridership. This project is funded through a reallocation of existing transportation project balances.

Facilities Maintenance Capital Program **$1,650,000**

Arlington County operates more than 90 public facilities, including office buildings, fire stations, recreation centers, courts, and more. The Facilities Maintenance Capital Program is a collection of major facility maintenance projects designed to keep County facilities operating in a safe, efficient, and reliable manner. This program and the Facilities Design and Construction Program are closely integrated to maintain and improve the portfolio of County facilities based on the life cycle of assets.

- **Detention Facility – Ventilation System Replacements** **$625,000**
  This funding is for design and construction of the replacement of the ventilation systems in the medical unit and loading dock. These systems have reached the end of their useful lives and are requiring more frequent repairs and have failure potential which would require closure of those areas. This project is funded through a reallocation of existing PAYG program project balances.

- **Court Square West – Structural Concrete Repairs** **$500,000**
  This project is to repair concrete beams and slab in the garage of the facility. These structural cracks need to be addressed to maintain a safe environment. This project is funded through a reallocation of existing PAYG program project balances.

- **Fire Station 2 – HVAC Replacement** **$325,000**
  This funding will replace HVAC components (rooftop units, exhaust fans) that have reached the end of their useful lives. The building automation system (BAS) will also be replaced at the facility.

- **Fire Station 5 – HVAC Replacement** **$200,000**
  The five rooftop units (RTUs) and three pumps for the first floor HVAC system at Fire Station 5 will be replaced with this project. The equipment has reached the end of its useful life and replacement will end frequent repairs and potential failure of the equipment. The total project budget is $300,000; the additional $100,000 will be required during the upcoming CIP.

Critical Systems Infrastructure (CSI) **$160,000**

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.

- **24th Street N Emergency Communications Facility Structural Repairs** **$160,000**
  This project is to provide structural concrete repairs to the building foundation to fix cracking due to water infiltration. In addition, the project scope includes the replacement of the generator and transfer switch which are at the end of their useful lives.

Facilities Design and Construction Program **$194,000**

The Facilities Design and Construction Program maintains and modernizes current County facilities, and also plans for the County's future facility needs. The program is 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** **$134,000**
  This ongoing program funds studies of the County's short-, intermediate-, and long-term facility and space planning needs by outside experts. These studies enable the County to thoughtfully manage current facilities, properly scope future capital improvement projects, and accurately estimate future cost impacts in facilities across the community.

- **Fire Station 10** **$60,000**
  This project funds County staff personnel costs to manage the construction of the new Fire Station 10, occupying the first two stories of a new mixed-use building in Rosslyn. The more than $20M construction portion of this project is funded by local developer contributions, so the only cost for the fire station borne by the County is this staff time, budgeted as $60,000/year over five years ($300,000 total). FY 2022 is year five of this project and it is currently on schedule for planned completion in FY 2022.

- **Americans with Disabilities Act (ADA) Remediation** **$-**
  This ongoing program funds small-to-medium sized construction projects at County facilities to improve accessibility for people with disabilities, in accordance with the Americans with Disabilities Act (ADA). The initial Phase 1, ADA improvements for the Arlington County Detention Center are in design and construction is anticipated to begin late Spring - early Summer 2021. No new PAYG funding is allocated in FY 2022 as adequate prior year funds are available.

Parks Maintenance Capital Program **$3,601,000**

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.

- **Capital Asset Manager** **$165,000**
  This funding is for the staff position that manages the Parks Capital Asset Program.

- **Parks Field Fund** **$125,000**
  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 ($75,000). The fees assessed on diamond fields ($50,000) are to be used each year for specific diamond field enhancements, such as improved irrigation, batting cages or accelerated sod replacement. The FY 2022 PAYG budget reflects the projected annual revenue from the fees.

- **Feasibility Studies** **$134,000**

  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 of the scope of adopted CIP projects. Examples include potential planning and analysis needs for parks and sites associated with site plan proposals, Arlington Public Schools proposals, or affordable housing proposals.

- **Capital Assessment Tool** **$200,000**

  This funding is for a consultant three year review and update of DPR's capital asset inventory listing. This is the third and final year of the project.

- **Bluemont Tennis Court Design** **$1,282,000**

  This work is for the design of the tennis courts, court lighting, restroom building, picnic shelter, parking lot, site amenities, walkways, landscaping, stormwater and other associated park amenities at Bluemont Park.

- **Alcova Heights Phase Two Construction** **$1,695,000**

  This project is for the construction of Phase Two of the redevelopment of the entire Alcova Heights Park which includes accessibility renovations to the restroom building, replacement of the basketball court and associated walkway, signage and landscaping improvements. Project design costs were funded in Phase One and are complete.

Synthetic Turf Program **$1,262,000**

The synthetic turf program is largely focused on replacement of existing synthetic turf fields that are approaching the end of their useful life. The total funding for the Synthetic Turf Program is $1.53 million with $268,000 being financed for the Rocky Run Synthetic Turf Replacement project. See the short-term finance section for project details.

- **Thomas Jefferson Upper Field Conversion** **$773,000**

  This project includes the design and construction for conversion of the upper field at Thomas Jefferson field from grass to synthetic turf. Work includes sitework, new synthetic turf, infill and subbase, and new site improvements.

- **Barcroft Park Field** **$489,000**

  This project funds the design and construction of the synthetic turf replacement at Barcroft Park. Work includes replacement of synthetic turf and infill and repairs to the substructure. This project is funded through a reallocation of existing parks project balances.

Technology **$1,629,285**

The technology section includes both enterprise-wide and program specific projects. The projects are funded between both PAYG funds and short-term financed dollars. The PC replacement program totals $2,121,000 with $2,096,715 being funded through short-term financing. See the short-term finance section for project details.

- **DHS Child Welfare Purchase of Service Software** **$300,000**
  This project is to replace the current staff supported 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. This is the first year of a two-year project. The total cost for the system is anticipated to be $1.25 million. The FY 2022 funding is for initial planning and procurement of the system and the balance of funding ($950,000) will be funded as part of the FY 2023 budget.

  This project was approved in the FY 2021 Adopted Budget for $500,000. Due to staffing resources this project was deferred until FY 2022. The project funding level in FY 2022 is $300,000 and aligns with the funding needed to execute the project in the first year of a multi-year project.

- **Day Care Center & in-Home Child Care Licensing System** **$250,000**
  This funding will acquire a comprehensive, integrated, day care center and in-home child care licensing management system for Arlington County Department of Human Services. This system will support child care licensing operations and serve as a portal for clients, parents and the public. The management system will include components for program inspections, document management, program enrollment and waitlist management, and staff training. This is the first year of a two-year project. The total cost for the system is $550,000. The FY 2022 funding of $250,000 is for initial planning and procurement of the system and the balance of funding ($300,000) will be requested as part of the FY 2023 budget.

- **PC Systems and Services (previously Endpoint Replacement)** **$24,285**
  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. The total FY2022 funding for PC systems and services is $2,121,000 with $2,096,715 being funded through short-term financing and $24,285 being funded through reallocated PAYG project balances within the technology program.

- **Network Equipment & Power Systems** **$90,000**
  These funds are for maintenance and/or refreshment of small uninterruptible Power Systems in County facilities which are not currently part of the County's maintenance agreement and refreshment plan. Once the systems are replaced, they will be added to the larger maintenance agreement. This project is funded through a reallocation of existing technology project balances.

- **Server Hardware Refreshment and Data Storage** **$965,000**
  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 $695,000. An additional $270,000 is included for data storage. This project is funded through a reallocation of existing technology project balances.

Public Safety **$133,000**
The public safety section includes key system and asset replacements on a reasonable life cycle. The projects are funded between both PAYG funds and short-term financed dollars. The total public safety program is $8.143 million, with $8 million included in short-term financing. See the short-term finance section for project details.

- **Electronic Summons System** **$133,000**

  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 would be 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 and portable printers, installation, training and system maintenance. The FY 2022 PAYG budget reflects the projected annual revenue from the fees. The e-summons system will be implemented in early CY 2021. The balance of existing revenue and future revenue will be used to fund software, hardware and equipment costs associated with maintaining the system as allowed by State Code.

Neighborhood Conservation **$500,000**

This ongoing program funds a diverse set of infrastructure construction projects across the community. Since the 1960s, Arlington residents and civic associations have collaborated with the County to identify and plan infrastructure projects in their own neighborhoods. These projects have included everything from street light installation to street intersection reconfiguration to tree and landscape restoration to new sidewalk, curb, and gutter. The total program budget for Neighborhood Conservation includes $2 million in authorized unissued GO bond balances that fund the construction projects. Those dollars are included included in the GO bond section and the projects are listed in the Capital Program Projects Lists section.

ConnectArlington (GO Bonds) **$685,000**

Connect Arlington (CA) is a fiber-optic, high-speed, dedicated network that links County and Schools buildings, ensuring that the government, the schools and the community will benefit as demand for digital services continually increases over the long term. It covers approximately 70 route miles and currently connects 90+ structures, roughly, half of which are County facilities and the other half are County Schools. CA also supports the County's advanced traffic signals, video surveillance, and certain utilities. This project is funded through a reallocation of existing GO bond balances.

Capital Contingency/Administration **$719,770**

The FY 2022 proposed budget continues funding for administrative support of capital projects tracking, reporting and procurement in the Department of Management and Finance ($270,000). Remaining balances ($449,770) are one-time contingency funds for unplanned or unforeseen issues.

GENERAL CAPITAL PROJECTS FUND

FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1	**$118,049,464**	**$79,718,482**	**$110,636,829**	**$75,636,829**
REVENUES:				
Commonwealth of Virginia	364,389	-	-	-
Federal Government	245,562	-	-	-
City of Falls Church	-	-	-	-
Charges for Services	3,934,500	-	-	-
Miscellaneous Revenue	1,522,727	-	-	-
Proceeds from Lease Purchase	3,220,352	-	-	-
Proceeds for bond premium	189,686	-	-	-
Proceeds from line of credit	6,837,029	-	-	-
TOTAL REVENUE	16,314,245	-	-	-
Transfers In (Ongoing)	6,786,074	3,832,227	3,832,227	1,180,133
Transfers In (One-time)	21,256,092	-	-	-
TOTAL TRANSFERS IN (OUT)	28,042,166	3,832,227	3,832,227	1,180,133
TOTAL BALANCE, REVENUES AND TRANSFERS IN	162,405,875	83,550,709	114,469,056	76,816,962
EXPENDITURES:				
Capital Projects - Current Year	51,769,046	3,832,227	3,832,227	1,180,133
Capital Projects - Carry-Over	-	35,000,000	35,000,000	35,000,000
TOTAL CAPITAL EXPENDITURES	51,769,046	38,832,227	38,832,227	36,180,133
BALANCE, JUNE 30	**$110,636,829**	**$44,718,482**	**$75,636,829**	**$40,636,829**

Most capital projects span multiple years, from design to construction completion. The FY 2020 Actual and FY 2021 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 2022 Proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are based on preliminary plans and design and construction schedules.

WHAT ARE BONDS?

Municipal bonds are debt securities the County sells to generate funding for capital investments that will then be paid back over time. When investors purchase County bonds, it is a debt that the County will repay in one or more years with interest. The County's regular payments to bond investors are called "debt service." The bond funding of capital investments operates under the principle of "inter-generational equity." Debt service is spread over multiple years in line with the useful life of an asset. This allows those residents who may benefit from the project over time to pay for it. There are many different types of bonds, which are primarily distinguished by the security backing them. The County primarily issues General Obligation (GO) bonds and subject-to-appropriation bonds. GO bonds are backed by the full faith and credit of the County, which is the strongest backing a municipal bond can have. Subject-to-appropriation bonds are secured by an annual appropriation of revenues sufficient to pay debt service. Due to this lack of the full faith and credit pledge, they typically carry a lower credit rating.

HOW DOES THE COUNTY ISSUE BONDS?

In Arlington County, the primary type of bond issued is a general obligation bond. Residents must first approve one or more bond referendum(s) permitting the sale of general obligation bonds for capital projects identified in the County's Capital Improvement Plan (CIP). The County seeks approval for these referenda as part of regular elections, generally in November of even numbered years. If residents approve a bond referendum, then the County will include one or more projects approved under each referenda in a future sale of general obligation bonds based on each project's cashflow needs. The specific amounts of the bonds to be sold for each capital project are determined as part of the County's CIP. Typically, the County's CIP has a 10-year "planning horizon," which includes an adopted capital budget for the first year and nine forecasted future planning years. A bond referendum typically covers bond funded projects that are scheduled to begin in the first two fiscal years of a CIP. Unfortunately, the economic challenges caused by the COVID-19 pandemic in FY 2020 and FY 2021 created revenue volatility such that the County felt it prudent to shorten the length of the planning cycle. For FY 2021, the County adopted a one-year CIP with the exception of the stormwater fund and the Arlington Public Schools CIP.

GO BONDS AND THE CAPITAL IMPROVEMENT PLAN

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 more 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.

As individual projects approved in the CIP advance and become more defined, the timing of when the County sells its bonds to investors may shift from the adopted CIP to align with changes to the timing or cashflow needs of the project. The bond dollars identified on the following pages have been approved in previous CIP's and are proposed to be issued in FY 2022 for execution of the projects.

FY 2022 General Obligation Program Costs

Debt service on bonds issued in FY 2022 to finance the projects on the following pages will not begin until FY 2023 and will be included in that year's operating budget. The proposed FY 2022 debt service budget includes debt service on bonds issued or planned to be issued through FY 2021. The bonds and associated debt service adhere to the County's financial and debt management policies.

Fund	Program Area	General Obligation (GO) Bond Funding
314	Transportation	3,000,000
316	Neighborhood Conservation	2,000,000
Total FY 2022 GO Bond Funding		**$5,000,000**

Transportation Capital Program FY 2022 Capital Program Project List	
Project Name - Description	**PAYG**
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.	788,000
Street Lighting Management - This is an ongoing program that converts County-owned and Dominion Energy streetlights to smart LED lights throughout the County.	-
Transportation Systems and Traffic Signals - The Transportation Systems and Traffic Signals program improves the infrastructure, safety, and operations of the various traffic control devices throughout the County.	-
Intelligent Transportation System (ITS) Device Replacement - The County's Intelligent Transportation System (ITS) includes a comprehensive fiber network for communications and ITS components, such as camera detection for traffic signals, over 200 CCTV cameras and automated count stations.	-
Parking Meters - This program enables the County to modernize and maintain its parking-meter equipment.	-
Trail Lighting - There are approximately 10 miles of commuter trails and 100 trail lights in the County that DES maintains.	-
Bike Arlington - The BIKE Arlington program uses a variety of funding sources to make physical enhancements to Arlington's bicycle infrastructure, including trails and streets.	60,000
Parking Technology - This project will support the upgrade of the residential permit parking program's (RPP) administration software, replacing an aging database system with one that is easier to administer, and will come with access to third-party support.	-
Transportation Asset Mgmt.-Traffic Data Mgmt. & Integration - Transportation assets include deployed assets such as signals and signs installed in the right-of-way, inventory assets housed in warehouses, and traffic data assets.	-
Neighborhood Complete Streets - This ongoing program is to address safety and access problems on local (non-arterial) streets through physical improvement projects and to ensure street design is compatible with surrounding land uses.	50,000
Street Safety Improvements - The Street Safety Improvement (SSI) Program will implement safety improvements at intersections and streets for pedestrians, small mobility device (SMD) users, bicyclists, transit riders, or motorists as determined through a comprehensive investigation, including crash analysis.	250,000

Transportation Capital Program FY 2022 Capital Program Project List, cont'd				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO Bond**	**TOTAL**
Paving Program: The County currently maintains 1,059 lane miles of roadway by a combination of resurfacing, rebuilding and slurry seal maintenance. 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 75.3. The County uses a variety of strategies to maintain streets as detailed below.				
2020	**Hot Mix Overlay** - Paving has been increased to 75 lane miles annually. This includes about three lane miles of streets without curb and gutter.	754,000	3,000,000	3,754,000
	Slurry Seal - Slurry Seal extends the life of pavement on residential streets at a much lower per square yard cost.	350,000	-	350,000
	Microsurfacing - Microsurfacing extends the life of pavement for arterial streets at a lower per square yard cost.	400,000	-	400,000
Total Transportation Capital Program		**$2,652,000**	**$3,000,000**	**$5,652,000**

Facilities Maintenance Capital Program FY 2022 Capital Program Project List	
Project Name - Description	**PAYG**
Detention Facility Ventilation Systems - This funding is for design and construction of the replacement of the ventilation systems in the medical unit and loading dock. These systems have reached the end of their useful lives and are requiring more frequent repairs and have failure potential which would require closure of those areas.	625,000
Court Square West Structural Concrete Repairs - This project is to repair concrete beams and slab in the garage of the facility. These structural cracks need to be addressed to maintain a safe environment.	500,000
Fire Station 2 HVAC Replacement - This funding will replace HVAC components (rooftop units, exhaust fans) that have reached the end of their useful lives. The building automation system (BAS) will also be replaced at the facility.	325,000
Fire Station 5 HVAC Replacement - The five rooftop units (RTUs) and three pumps for the first floor HVAC system at Fire Station 5 will be replaced with this project. The equipment has reached the end of its useful life and replacement will end frequent repairs and potential failure of the equipment. The total project budget is $300,000; the additional $100,000 will be required during the upcoming CIP.	200,000
Critical Systems Infrastructure - 24th Street N Emergency Communications Facility Structural Repairs - This project is to provide structural concrete repairs to the building foundation to fix cracking due to water infiltration. In addition, the project scope includes the replacement of the generator and transfer switch which are at the end of their useful lives.	160,000
Total Facilities Maintenance Capital Program	**$1,810,000**

Facilities Design and Construction Program FY 2022 Capital Program Project List	
Project Name – Description *projects with a $0 are being funded with previous year balances*	**PAYG**
Facility Master Planning and Feasibility Studies - This ongoing project funds studies of the County's short-, intermediate-, and long-term facility and space planning needs by outside experts. These studies enable the County to thoughtfully manage current facilities, properly scope future capital improvement projects, and accurately estimate future cost impacts in facilities across the community ($134,000).	134,000
Fire Station 10 Project Management - This project funds County staff personnel costs to manage the construction of the new Fire Station 10, occupying the first two stories of a new mixed-use building in Rosslyn. The more than $20M construction portion of this project is funded by local developer contributions, so the only cost for the fire station borne by the County is this staff time, budgeted as $60,000/year over five years ($300,000 total). FY 2022 is year five of this project and it is currently on schedule for planned completion in FY 2022.	60,000
ADA Remediation - This ongoing program funds small-to-medium sized construction projects at County facilities to improve accessibility for people with disabilities, in accordance with the Americans with Disabilities Act (ADA). The initial Phase 1, ADA improvements for the Arlington County Detention Center are in design and construction is anticipated to begin late Spring - early Summer 2021.	-
Total Facilities Design and Construction Capital Program	**194,000**

Parks Program FY 2020 Capital Project List	
Project Name - Description	**PAYG**
Capital Asset Manager – Staff resources to manage the Parks Capital Asset Program.	165,000
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 ($75,000). The fees assessed on diamond fields ($50,000) are to be used each year for specific diamond field enhancements, such as improved irrigation, batting cages or accelerated sod replacement. The FY 2022 PAYG budget reflects the projected annual revenue from the fees.	125,000
Feasibility Studies – These funds will provide the ability to conduct timely and relevant analysis and studies as opportunities arise. The program is meant for new planning initiatives that are outside of the scope of adopted CIP projects. Examples include potential planning and analysis needs for parks and sites associated with site plan proposals, Arlington Public Schools proposals, or affordable housing proposals.	134,000
Capital Assessment Tool (Year 3 of 3) - This funding is for a consultant three year review and update of DPR's capital asset inventory listing. This is the third and final year of the project.	200,000
Bluemont Tennis Courts Design - This work is for the design of the tennis courts, court lighting, restroom building, picnic shelter, parking lot, site amenities, walkways, landscaping, stormwater and other associated park amenities at Bluemont Park.	1,282,000
Alcova Heights Phase 2 Construction - This project is for the construction of Phase two of the redevelopment of the entire Alcova Heights Park which includes accessibility renovations to the restroom building, replacement of the basketball court and associated walkway, signage and landscaping improvements. Project design costs were funded in Phase One and are complete.	1,695,000
Barcroft Park Synthetic Turf Replacement - This project funds the design and construction of the synthetic turf replacement at Barcroft Park. Work includes replacement of synthetic turf and infill and repairs to the substructure. This project is funded through a reallocation of parks program balances.	489,000
Thomas Jefferson Upper Field Conversion - This project includes the design and construction for conversion of the upper field at Thomas Jefferson field from grass to synthetic turf. Work includes sitework, new synthetic turf, infill and subbase and, new site improvements.	773,000
Tota Parks and Recreation Capital Program	**$4,863,000**

Information Technology Program FY 2022 Capital Project List	
Project Name - Description	**PAYG**
DHS Child Welfare Purchase of Service Software - This project is to replace the current staff supported 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. This is the first year of a two-year project. The total cost for the system is $1.25 million. This project was approved in the FY21 Adopted Budget for $500,000 and was deferred due to staffing levels. This year, the request is for $300,000 instead to be more in line with available resources to execute the project.	300,000
Day Care Center & in-Home Child Care Licensing System - This funding will acquire a comprehensive, integrated, day care center and in-home child care licensing management system for Arlington County Department of Human Services. This system will support child care licensing operations and serve as a portal for clients, parents and the public. This is the first year of a two-year project. The total cost for the system is $550,000.	250,000
PC Systems and Services - This program supports the cyclical replacement and refreshment of end user computing devices that have reached the end of their usable life (3-4 years depending on device type). The total FY 2022 funding for PC systems and services is $2,121,000 with $2,096,715 being funded through short-term financing and $24,285 being funded through existing PAYG balances.	24,285
Network Power Systems– These funds are for maintenance and/or refreshment of small Uninterruptible Power Systems in County facilities which are not currently part of the County's maintenance agreement and refreshment plan. Once the systems are replaced, they will be added to the larger maintenance agreement. This project is funded through a reallocation of existing technology project balances.	90,000
Server Hardware Refreshment and Data Storage - 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. The FY 2022 costs are being funded through existing technology program balances.	965,000
Total Information Technology Capital Program	**$1,629,285**

Public Safety Capital Program FY 2022 Capital Project List	
Project Name - Description	**PAYG**
Electronic Summons System - In FY 2015, the County began assessing 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 2022 PAYG budget reflects the projected annual revenue from the fees. The system will be implemented in early CY 2021. The balance of existing revenue and future revenue will be used to fund software, hardware and equipment costs associated with maintaining the system as allowed by State Code.	133,000

Miscellaneous Technology Program FY 2022 Capital Project List	
Project Name - Description	**GO Bonds**
ConnectArlington - Connect Arlington (CA) is a fiber-optic, high-speed, dedicated network that links County and Schools buildings, ensuring that the government, the schools and the community will benefit as demand for digital services continually increases over the long term.	685,000

Neighborhood Conservation Program (NC) FY 2022 Capital Program Project List				
GO Bond Referenda Year	**Project Name - Description**	**PAYG**	**GO Bond**	**TOTAL**
	Project management funding to execute NC projects	500,000		500,000
2018	Street Improvement - N559-N. Oakland Street		200,000	200,000
2018	Streetlight - N557 -12th St N		200,000	200,000
2018	Streetlight - Z283-S. Oak, S. Ode, S. Orme Street		400,000	400,000
2018	Street Improvement - Z290-N. Monroe Street		1,200,000	1,200,000
Total Neighborhood Conservation Capital Program		**$500,000**	**$2,000,000**	**$2,500,000**

The FY 2022 list of short-term financed projects will replace aged and critical technology infrastructure including public safety equipment and a synthetic turf field at the end of their useful life. The FY 2022 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 projects listed in the table.

FY 2022 Short-Term Financing Project Costs ($ in 000's)

	Capital	Auto Fund	Total Funding
PC Systems & Services	2,097	-	2,097
Subtotal Enterprise Technology and Equipment	**$2,097**	**-**	**$2,097**
Mobile Data Computers	3,500	-	3,500
Fire Vehicles Replacements	-	4,300	4,300
Courtroom Technology for Body Worn Camera Program	210	-	210
Subtotal Public Safety	**$3,710**	**$4,300**	**$8,010**
Community Center Fitness Equipment	100	-	100
Rocky Run Synthetic Turf Replacement	268	**-**	268
Subtotal Parks Programs	**368**	**-**	**$368**
TOTAL Project Costs	**$6,175**	**$4,300**	**$10,475**

Enterprise Technology and Equipment **$2,096,715**

Funding for the FY 2022 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)** **$2,096,715**
  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. The total program funding is $2,121,000, with a small portion coming from PAYG funds.

Public Safety **$8,010,000**

The Public Safety program funds will be used to fund key projects that will keep existing information technology systems and fire apparatus refreshed or replaced on a reasonable life cycle so that the systems remain useful, operable, and responsive to public safety needs.

- **Mobile Data Computers & Infrastructure** **$3,500,000**
  This funding will refresh public safety Mobile Data Computers (MDCs) and related infrastructure. There are a total of 400 computers in public safety vehicles that will be replaced, of which, 310 are used by the Police Department, 80 are used by the Fire Department, and 10 are used by the Sheriff's Department. The computers are used to review dispatch incident data, run wanted checks on people, property or vehicles, to complete incident and crash reports, warrant and civil process data entry, and access applications such as In Car Camera, LPR and Sharepoint. The mobile data computers have a useful life of five years and were last replaced in FY 2017. Costs connected with the mobile data computers include replacement of approximately 300 vehicle docking stations. The infrastructure costs include servers, antennas, backup power supplies, diagnostic software, and installation.

- **Fire Apparatus** **$4,300,000**
  In FY 2014, four class "A" pumpers, and one heavy rescue truck were replaced and have now reached the end of their eight-year useful life. The $4,300,000 funding request will replace these five fire vehicles.

- **Courtroom Technology for Body Worn Camera Program** **$210,000**
  These funds will be used to upgrade the technology in two courtrooms to support the Body Worn Camera program. There are two remaining courtrooms that will be upgraded in FY 2023. The Body Worn Camera program was implemented in January 2021. Ongoing costs to maintain courtroom technology are included in the FY 2022 Police Department operating budget.

Parks Program **$368,000**

Funding for the FY 2022 Parks Program will be used to fund the replacement of an existing synthetic turf field that is approaching the end of its useful life and to proactively address facility equipment that is currently at or near the end of its life cycle.

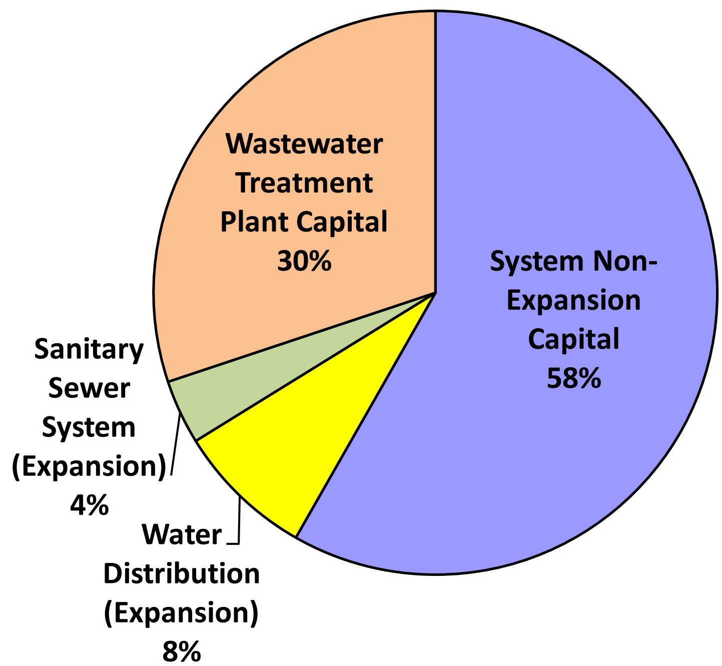
- **Community Fitness Center Equipment** **$100,000**
  This funding is for the purchase and proactive replacement of aging fitness equipment at Park and Recreation facilities that is at or near the end of its useful in order to avoid equipment failure.

- **Rocky Run Synthetic Turf Replacement** **$268,000**
  These funds will be used for the design and construction for the replacement of the synthetic turf field. Work includes replacement of synthetic turf and infill and repairs to the substructure.

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 2022 Utility Fund Pay-As-You-Go Budget Summary, program budget appropriation distribution graph, project descriptions, and fund statement are included on the following pages.

Distribution of Fund Budget



FY 2022 PROPOSED PAYG BUDGET SUMMARY

PROGRAM CATEGORY	AMOUNT
UTILITIES	
Wastewater Treatment Plant Capital	$8,031,000
System Non-Expansion Capital	15,030,000
Water Distribution System Improvements (Expansion)	2,050,000
Sanitary Sewer System Improvements (Expansion)	954,000
Total Project Cost	26,065,000
Less: Infrastructure Availability Fees & Other Revenue	10,517,000
Net Utilities Funds Support	**$15,548,000**

Note: Other revenue includes non-expansion interjurisdictional revenue of $3,267,000 and interest income of $350,000.

FY 2022 PROPOSED UTILITIES BUDGET

Wastewater Treatment Plant Improvements (Non-Expansion) $8,031,000

- **Water Pollution Control Plant Maintenance Capital Program.** This program provides for the annual repair, replacement, and upgrade of current equipment and infrastructure at the plant and lift stations. Major program components include refurbishing or replacing equipment to prevent premature failure, infrastructure improvements, and automating treatment processes to increase operational efficiency, reliability, and redundancy. Additionally, studies of alternative treatment processes to increase efficiency and reduce environmental impact are funded through this program ($2,000,000).
- **Solids Master Plan Phase 1 – Immediate Needs.** Immediate project needs to replace solids handling critical equipment that are failing, labor-intensive, and costly to maintain; this includes a suite of projects. The motor control center replacement at the Preliminary Treatment Building was complete in FY 2021. The bar screen and scum concentrator replacements are under design with construction expected to begin late FY 2021 and continue through FY 2022 ($717,000).
- **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 ($425,000).
- **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 2022, design is expected to continue for this multi-year construction program ($298,000).

- **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 ($750,000).
- **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 ($255,000).
- **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 ($10,000).
- **Improvements to 31st St. Lot.** Funding for improvements to the vacant lot in the 500 block of 31st Street South. This project will expand the usable space in order to accommodate Arlington Transit's (ART) personal vehicle parking with the Plant's needs during upcoming construction of the Solids Master Plan Phase 3 projects ($1,150,000).
- **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 ($306,000).
- **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 ($510,000).
- **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 ($550,000).
- **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 ($1,060,000).

System Non-Expansion Capital **$15,030,000**

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 demand 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 ($5,000,000)
- Non-expansion inflow and infiltration sanitary sewer capital repairs and replacements ($2,500,000)
- Large diameter sewer rehabilitation / replacement ($1,700,000)
- Water main cleaning and re-lining projects ($1,500,000)
- Water / sewer frames and covers ($800,000)

- Sewer main replacement program ($600,000)
- Manhole rehabilitation ($500,000)
- Large diameter water main rehabilitation / replacement ($450,000)
- Water Tank Rehabilitation ($375,000)
- Small diameter valve rehabilitation and replacement ($250,000)
- Large meter vault rehabilitation and replacement ($200,000)
- Sewer force mains rehabilitation and replacement ($50,000)
- Capital improvements at the Washington Aqueduct ($1,105,000), 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) $2,050,000

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)
- Pump station improvements ($500,000)
- Source water reliability and interconnections ($1,000,000)

Sanitary Sewer System Improvements $954,000

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)
- Spout Run ($704,000)

TOTAL UTILITIES BUDGET $26,065,000

UTILITIES CAPITAL PROJECTS FUND
FUND STATEMENT

	FY 2020 ACTUAL	FY 2021 ADOPTED	FY 2021 RE-ESTIMATE	FY 2022 PROPOSED
ADJUSTED BALANCE, JULY 1	**$49,966,423**	**$26,066,423**	**$49,418,608**	**$35,001,608**
REVENUES:				
Infrastructure Availability Fees	6,515,147	8,000,000	4,500,000	6,900,000
Sewage Treatment Service Charges	765,526	2,917,000	2,000,000	3,267,000
Interest	769,449	350,000	350,000	350,000
Misc. Revenue	516,430	-	-	-
TOTAL REVENUE	8,566,552	11,267,000	6,850,000	10,517,000
Transfers In:				
Transfer In from Utilities Operating Fund	14,190,500	12,155,000	12,155,000	15,548,000
TOTAL TRANSFERS IN	14,190,500	12,155,000	12,155,000	15,548,000
TOTAL BALANCE, REVENUES AND TRANSFERS IN	72,723,475	49,488,423	68,423,608	61,066,608
EXPENDITURES:				
Capital Projects - Current Year	20,179,000	23,422,000	23,422,000	26,065,000
Capital Projects - Carry-Over	2,871,848	16,495,000	10,000,000	7,412,000
TOTAL CAPITAL EXPENDITURES:	23,050,848	39,917,000	33,422,000	33,477,000
Transfers Out:				
Transfer Out to General Fund	254,019	-	-	-
TOTAL TRANSFERS OUT	254,019	-	-	-
BALANCE, JUNE 30	**49,418,608**	**$9,571,423**	**$35,001,608**	**$27,589,608**

Most capital projects span multiple years, from design to construction completion. The FY 2020 Actual and FY 2021 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 2022 Proposed columns are 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 FULL TIME EQUIVALENTS (FTEs)	The full count of staff positions approved by the County Board.

BALANCED BUDGET	The County Manager annually proposes, and the County Board adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also executes the budget each year so that expenditures will not exceed revenues.
BASE BUDGET	Terminology used in the Proposed Budget document referring to the budget as proposed by the County Manager. It does not include Program Change Proposals, Strategic Initiatives, or Policy Priorities that have not been funded within the base budget.
BID	Business Improvement District. A designated portion of the County in which the property owners are levied a special tax assessment to fund improvements and enhancements in that area. The first BID to be designated was in Rosslyn in 2002. A second BID in Crystal City was designated in 2006, and a third in Ballston was established in January 2011.
BOND FINANCING	Refers to the method of financing capital improvement projects. Arlington County generally sells capital improvement general obligation bonds. The bonds are issued for a 20-year period and repaid on a level principal basis. Arlington County must seek voter approval to issue general obligation bonds in November of even-numbered calendar years.
BPOL	Business, Professional, and Occupational License Tax
BUDGET	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, as well as identifies the revenues necessary to finance the plan. The annual County budget is established by County Board resolution.
BUDGET GUIDELINE	The explicit dollar amount given to each department or agency for its operating budget ceiling. The budget guidelines are calculated initially by the Department of Management and Finance (DMF), and approved and agreed upon by each department or agency. Each guideline is developed considering the issues facing the department as well as the overall financial position of the County government.
BUDGET PLANNING ESTIMATE	Budget guidance founded upon projected revenues, established by the County Board, directing the County Manager's preparation of the Proposed Budget, including a transfer for the School Board.
BUDGET REDUCTION	Items, programs, or positions specifically identified within a department or division which have been removed from the department or division's base budget to generate savings to the General Fund or other funds. Budget reductions may also be achieved through revenue increases, which reduce the reliance on net tax support.

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.
CARES	The Coronavirus Aid, Relief and Economic Security Act
CDCAC	Community Development Citizens Advisory Committee
CDBG	Refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve the housing, neighborhood, and economic conditions of Arlington County's low- and moderate-income residents through a comprehensive approach to planning and implementing programs and activities.
C&I	Commercial and Industrial Property Tax
CMO	County Manager's Office
CSBG	Community Services Block Grant
CHARGE OUT/BACK	Refers to the process by which departments assess the costs that pertain to capital project design and implementation contained in their budgets to pay-as-you-go and bond funds. This procedure removes the expense from the department's budget.
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
CONSTITUTIONAL OFFICES	Refers to the offices or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. In Arlington, the Sheriff, Treasurer, Commissioner of Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney are the five Constitutional Officers.
CONTINGENT	Funds set aside to provide for unforeseen expenditures or new projects initiated after the fiscal year has begun, e.g., General Fund General Contingent or Affordable Housing Investment Fund Contingent.
COOP BUDGET	Referring to the State Cooperative Health Budget, it is a revenue paid to the County by the Virginia Department of Health as set forth in the contract for the local administration of health services.
COVID-19	Coronavirus Disease 2019

CPHD	Department of Community Planning, Housing and Development
CPI	Consumer Price Index. This measure, which is produced by the United States Bureau of Labor Statistics, estimates the average price of consumer goods and services purchased by households.
CRITICAL MEASURE	A type of outcome measure that indicates how well a program is performing key services to achieve program goals and objectives.
CSA	Comprehensive Services Act for Youth and Families
CSB	Community Services Board (also known as the ACSB, Arlington Community Services Board). A County Board appointed board which has by authority of the code of Virginia oversight over mental health, intellectual disability, and substance abuse services in the County.
CY	Calendar Year
DCJS	Department of Criminal Justice Services
DEBT SERVICE	The amount of principal and interest that the County pays on its bond financing.
DEPARTMENT	An entity, such as the Department of Human Services, that coordinates services in a particular area.
DEPRECIATION	A systematic accounting method used to decrease an assets' value on the books in pace with its condition as its used over its expected life span.
DES	Department of Environmental Services
DHS	Department of Human Services
DMF	Department of Management and Finance
DPR	Department of Parks and Recreation (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 and is no longer authorized to be filled.

ENCUMBRANCES	Funds set aside to pay for contracted goods and services. Encumbrances represent the dollar amount to be paid upon completion of the contract.
ENTERPRISE FUND	Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users. The Utilities Fund and the CPHD Development Fund are the County's two primary enterprise funds.
ERMS	Electronic Records Management System
EXPENDITURES	Outflows of cash or liabilities incurred as a result of rendering services or carrying out other activities that constitute the entity's ongoing or major operations.
FISCAL YEAR	In Arlington County, the 12 months beginning July 1 and ending the following June 30th. (The federal government's fiscal year begins October 1.)
FRINGE BENEFITS	The fringe benefit expenditures included in the budget are the County's share of the costs above base salary for employees, due to additional benefits provided or federally mandated costs. Major fringe benefits provided by Arlington County include: retirement, FICA, health insurance, life insurance, and transit subsidies. The amount of the fringe benefit is based on a percentage of an employee's salary or a set amount. Other County benefits include unemployment and worker's compensation and disability insurance. Fringe benefits costs are borne by the County and the employee in most cases.
FROZEN FTE	The number of full-time equivalent positions for which the resources to support the positions are not included in the budget. In order to meet budget guidelines, some departments elect to hold positions vacant for the coming fiscal year. In doing this, the authorization for the position remains with the department, but the dollars needed to fund the position have been removed from the base budget. County Departments' are prohibited from hiring these positions.
FSA	A flexible spending account (FSA) is an account that allows an employee to set aside a portion of earnings to pay for qualified expenses, most commonly for medical expenses and dependent care. Money deducted from an employee's pay into an FSA is not subject to payroll taxes.
FULL-TIME EQUIVALENT (FTE)	The measure of authorized personnel. It is calculated by equating 2,080 hours of work per year (2,912 for uniformed firefighters) with the full-time equivalent of one position (referred to in the budget as an FTE). Beginning in February 2022, uniformed firefighters' hours of work per year will be calculated at 2,600 due to the implementation of a Kelly workday schedule.

FUND	A separate accounting unit comprised of its own specific revenues and expenditures, and assets and liabilities. Each fund in the County's accounting structure is established to segregate a particular set of fiscal activities. Separate funds, established by the County, include the General Fund, which is the general operating fund of the County and is used to account for general government revenues and expenditures; the School Operating Fund, which details revenues and expenditures for the County's public school system; and the Utilities Fund, which details the fiscal activities of the County's water, sewer, and wastewater treatment plant. Other funds are established to isolate capital expenditures as well as inter-governmental service organizations, which sell their services (as would private enterprise) to other County agencies.
FUND BALANCE	The balance of resources remaining at the end of a fiscal year, calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and subtracting that year's expenditures. Fund balance is available to support the spending needs of the fund.
FUNDED FTEs	The number of full-time equivalent positions for which the resources to support the positions have been included in the budget. The count of funded FTEs is calculated as the number of authorized FTEs less the number of frozen FTEs.
FUND TRANSFER	Movement of resources from one fund to another, which is authorized by the County Board. This is primarily done between the General Fund and other operating funds, for example, General Fund transfer to the Automotive Equipment Fund for new vehicles authorized by the County Board.
FY	Fiscal Year
GENERAL FUND (GF)	A fund type used to account for the ordinary operations of County government that are financed from taxes and other general revenues and are not accounted for in other funds. This is the most important fund in the Arlington County budget, and it is comprised primarily of local tax revenues and fees.
GRANTS	Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose or activity.
HCD	Housing and Community Development
HCV	Housing Choice Vouchers
HIV	Human Immunodeficiency Virus
HOME	The HOME Investment Partnership Act, a federal housing program
HRD	Human Resources Department

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

NET TAX SUPPORT (NTS)	The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all state and federal aid, fees, charges and other directly attributable revenues from the total cost of the program or set of programs.
NON-PERSONNEL EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Operating Expenses."
NSA	Neighborhood Strategy Area
NVTA	Northern Virginia Transportation Authority
OBJECTIVE	Refers to a strategic position to be attained or a purpose to be achieved.
OPEB	Other Post-Employment Benefits
OPERATING EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Non-Personnel Expenses."
OPERATING RESERVE	A portion of County revenues that are received and set aside for use in financing unforeseen major revenue shortfalls.
OSHA	Occupational Safety and Health Administration
OUTCOME MEASURE	Results oriented measure that demonstrates the achievement of a department or program's mission.
PAY-AS-YOU-GO (PAYG)	Refers to the method of financing capital projects. The Pay-As-You-Go Capital projects are funded from annual appropriations as part of the adopted operating budget.
PCI	Pavement Condition Index
PERFORMANCE MEASURES	A listing of a department, division, or program's measures that reflect information pertaining to relative overall outcomes or customer, process, financial, or work force measurements.
PERSONAL PROPERTY	A category of property, other than real estate, identified for purposes of taxation. It is comprised of personally owned vehicles as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers are not included in this category.
PERSONNEL EXPENSES	Refers to the costs of salaries, wages, and fringe benefits such as the employer's share of retirement contributions, Social Security (FICA) contributions, health insurance, life insurance, and employee transit subsidies.

POLICY PRIORITY	Program enhancements identified by the County Manager for County Board consideration as part of the proposed budget. These are not funded within the base budget but are proposed as options to add to the base budget. Also referred to in some years as "Program Change Proposals."
PPG	Police Practices Work Group
PPTRA	Personal Property Tax Relief Act
PREA	Prison Rape Elimination Act
PRODUCTIVITY/EFFICIENCY SAVINGS	Items, programs, and tasks identified by each department or agency that have been altered or eliminated to produce a more efficient use of resources.
PRIIA	The Passenger Rail Investment and Improvement Act of 2008
PROGRAM	A part of an organization with definable and unique functions, goals, or objectives. Two examples are the Residential Refuse and Recycling Program within the Department of Environmental Services and the Madison Adult Day Health Care Center within the Department of Human Services.
PROGRAM CHANGE PROPOSAL (PCP)	A policy or program alternative (representing a change from current operations) identified by the County Manager for County Board consideration. PCPs are not included as recommended items financed within the base budget; rather, these proposals are options to add or subtract from the budget as proposed. Also referred to in some years as "Policy Priorities" or "Strategic Initiatives."
PROGRAM GOAL	A general statement of purpose. A goal provides an operating framework for each program unit and reflects realistic constraints upon the unit providing the service.
PSC	Public Service Corporation
REAL PROPERTY	Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.
REEP	Arlington Education and Employment Program
REVENUE	Income that Arlington County collects and receives into the treasury for public use. Taxes, fees for services, and grants are sources of revenue, for example.
REVISED BUDGET	A presentation of the budget sometimes used for comparative purposes, which includes the budget adopted by the County Board, plus specific supplemental appropriations approved by the Board during the course of the fiscal year.
SCAAP	State Criminal Alien Assistance Program

SHORT-TERM FINANCING	Short-term financing is a financing mechanism with a short maturing rate used to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years. The County had previously used master lease financing as the tool for these types of purchases.
SPECIAL REVENUE FUND	Funds established to segregate resources restricted to expenditures for a specific purpose. The Rosslyn Business Improvement District fund is an example of a special revenue fund.
STATE SHARE	Revenue in the Department of Human Services which flows through a variety of state agencies to the County in support of human service programs. The funding may originate as state or federal funds, but all comes through the state, often as a block grant or on a formula basis.
SUPPLEMENTAL APPROPRIATION	An increase to a department's budget (spending authority) approved by the County Board during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.
SUPPORTING MEASURE	A type of output measure that indicates the amount of services a program provides and supports the achievement of critical measures. Outputs are the amount of services a program provides. These services support the program achieving its desired results or the outcome.
TANF	Temporary Assistance for Needy Families
TAX BASE	The total market value of real property (land, buildings, and related improvements), public service corporation property, and personal property (cars, boats, and business tangible equipment) in the County.
TAX RATE	The level of taxation stated in dollars. For example, the adopted FY 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.
USDOJ	United States Department of Justice

VHDA	Virginia Housing & Development Authority
WIA	Workforce Investment Act
WMATA	Washington Metropolitan Area Transit Authority

GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund [1]			Other Funds [2]			Total Government Funds		
	FY 2020 Actual	**FY 2021 Adopted**	**FY 2022 Proposed**	**FY 2020 Actual**	**FY 2021 Adopted**	**FY 2022 Proposed**	**FY 2020 Actual**	**FY 2021 Adopted**	**FY 2022 Proposed**
BEGINNING BALANCE	**$233,013,737**	**$246,864,983**	**246,864,982**	**$424,149,546**	**$330,710,652**	**$354,418,758**	**$657,163,283**	**$577,575,635**	**$601,283,740**
REVENUES									
Real Estate Tax	$784,070,294	$795,118,440	$804,233,860				$784,070,294	$795,118,440	$804,233,860
Personal Property Tax	120,480,342	120,052,147	118,052,147				120,480,342	120,052,147	118,052,147
BPOL Tax	71,999,176	63,000,000	68,400,000				71,999,176	63,000,000	68,400,000
Sales Tax	43,718,554	43,127,695	43,800,000				43,718,554	43,127,695	43,800,000
Transient Tax	16,553,257	19,257,639	10,000,000				16,553,257	19,257,639	10,000,000
Utility Tax	17,034,351	17,200,000	17,200,000				17,034,351	17,200,000	17,200,000
Consumption Usage Tax	765,998	800,000	750,000				765,998	800,000	750,000
Meals Tax	32,772,936	36,772,563	31,480,525				32,772,936	36,772,563	31,480,525
Communications Tax	6,224,647	6,100,000	6,100,000				6,224,647	6,100,000	6,100,000
Other Local Taxes	17,949,523	14,807,881	17,365,000				17,949,523	14,807,881	17,365,000
Subtotal Taxes	**1,111,569,078**	**1,116,236,365**	**1,117,381,532**				**1,111,569,078**	**1,116,236,365**	**1,117,381,532**
Licenses, Permits and Fees	14,136,968	13,115,693	11,541,524				14,136,968	13,115,693	11,541,524
Fines, Interest, Other	30,322,937	21,514,591	39,437,780				30,322,937	21,514,591	39,437,780
Charges for Services	55,568,399	64,253,949	63,420,327				55,568,399	64,253,949	63,420,327
Miscellaneous	12,470,039	24,094,568	27,558,393				12,470,039	24,094,568	27,558,393
Revenue from State	77,489,102	79,146,009	79,424,957				77,489,102	79,146,009	79,424,957
Revenue from Federal Govt.	32,982,735	16,145,620	15,994,904				32,982,735	16,145,620	15,994,904
Subtotal Other	**222,970,180**	**218,270,430**	**237,377,885**				**222,970,180**	**218,270,430**	**237,377,885**
TOTAL REVENUES	**1,334,539,258**	**1,334,506,795**	**1,354,759,417**	**276,463,857**	**257,028,952**	**253,559,896**	**1,611,003,115**	**1,591,535,747**	**1,608,319,313**
TRANSFERS IN	3,158,391	10,937,655	8,910,912	42,772,748	16,510,309	17,467,980	45,931,139	27,447,964	26,378,892
TOTAL BALANCES, REVENUES, & TRANSFERS IN	**$1,570,711,386**	**$1,592,309,433**	**$1,610,535,311**	**$743,386,151**	**$604,249,913**	**$625,446,634**	**$2,314,097,537**	**$2,196,559,346**	**$2,235,981,945**
EXPENDITURES									
Operating Expenses	651,401,328	673,873,196	686,045,907	$262,371,937	$225,165,727	$227,097,707	913,773,265	899,038,923	913,143,614
Metro Operations	47,597,637	47,808,764	46,622,208				47,597,637	$47,808,764	46,622,208
Capital Outlay	28,042,166	3,832,227	1,180,133				28,042,166	$3,832,227	1,180,133
Contingents - General/Other[3]	1,435,067	10,450,000	17,500,000				-	10,450,000	17,500,000
Contingents - Housing Fund	-	15,393,342	8,303,202				-	15,393,342	8,303,202
Subtotal	**728,476,198**	**751,357,529**	**759,651,450**	**262,371,937**	**225,165,727**	**227,097,707**	**990,848,135**	**976,523,256**	**986,749,157**
Debt Service	72,027,127	68,962,748	73,564,710	30,206,084	30,951,540	30,157,587	102,233,211	99,914,288	103,722,297
Subtotal County	**800,503,325**	**820,320,277**	**833,216,160**	**292,578,021**	**256,117,267**	**257,255,294**	**1,093,081,346**	**1,076,437,544**	**1,090,471,454**
Schools Transfer	522,797,251	524,631,092	529,746,490				522,797,251	524,631,092	529,746,490
Subtotal Schools	**522,797,251**	**524,631,092**	**529,746,490**				**522,797,251**	**524,631,092**	**529,746,490**
TOTAL EXPENDITURES	**1,323,300,576**	**1,344,951,369**	**1,362,962,650**	**292,612,499**	**257,131,267**	**257,883,254**	**1,615,913,075**	**1,602,082,636**	**1,620,845,904**
TOTAL CARRYOVER	**-**	**-**	**-**	**2,871,848**	**90,778,935**	**48,993,240**	**2,871,848**	**90,778,935**	**48,993,240**
TRANSFERS OUT	545,827	493,082	707,679	17,133,890	15,177,311	19,041,146	17,679,717	15,670,393	19,748,825
TOTAL EXP., CARRYOVER, & TRANSFERS	**1,323,846,403**	**$1,345,444,451**	**$1,363,670,329**	**$312,618,237**	**$363,087,513**	**$325,917,640**	**1,636,464,640**	**$1,708,531,964**	**$1,689,587,969**
ENDING BALANCE	**$246,864,983**	**246,864,982**	**$246,864,982**	**$430,767,914**	**$241,162,400**	**$299,528,994**	**$677,632,897**	**488,027,382**	**$546,393,976**

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

GOVERNMENTAL FUNDS' SUMMARIES

	Ballston Business Improvement District			Rosslyn Business Improvement District			National Landing Business Improvement District		
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	$58,201	$63,465	$42,288	$161,036	$115,966	$191,582	$68,103	$25,756	$30,551
TOTAL REVENUES	1,512,241	1,569,935	1,471,612	3,860,842	4,053,393	4,208,809	2,656,341	4,739,568	4,570,394
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	$1,570,442	$1,633,400	$1,513,900	$4,021,878	$4,169,359	$4,400,391	$2,724,444	$4,765,324	$4,600,945
EXPENDITURES									
Operating Expenses	1,430,128	1,499,297	1,405,390	3,761,261	3,882,633	4,019,413	2,639,255	4,526,288	4,364,726
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	1,430,128	1,499,297	1,405,390	3,761,261	3,882,633	4,019,413	2,639,255	4,526,288	4,364,726
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	30,212	31,390	29,432	77,144	81,068	84,176	53,083	94,791	91,408
TOTAL EXP., CARRYOVER, & TRANSFERS	1,460,340	1,530,687	1,434,822	3,838,405	3,963,701	4,103,589	2,692,338	4,621,079	4,456,134
ENDING BALANCE	$110,102	$102,713	$79,078	$183,473	$205,658	$296,802	$32,106	$144,245	$144,811

	Community Development Fund			Housing Choice Voucher Fund			Utilities Fund		
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	-	-	-	$1,297,388	$1,575,031	$1,958,739	$13,895,574	$14,127,555	$16,005,597
TOTAL REVENUES	$6,210,021	$3,378,470	$2,829,711	19,466,435	19,688,410	21,204,867	101,646,075	104,667,295	106,038,756
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	6,210,021	3,378,470	2,829,711	$20,763,823	$21,263,441	$23,163,606	$115,541,649	$118,794,850	$122,044,353
EXPENDITURES									
Operating Expenses	6,210,021	3,378,470	2,829,711	19,019,974	19,473,520	21,060,880	54,467,599	61,137,933	60,926,230
Debt Service	-	-	-	-	-	-	30,206,084	30,374,362	29,564,526
TOTAL EXPENDITURES	6,210,021	3,378,470	2,829,711	19,019,974	19,473,520	21,060,880	84,673,683	91,512,295	90,490,756
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	14,237,500	12,155,000	15,548,000
TOTAL EXP., CARRYOVER, & TRANSFERS	$6,210,021	$3,378,470	$2,829,711	19,019,974	19,473,520	21,060,880	98,911,183	103,667,295	106,038,756
ENDING BALANCE	-	-	-	$1,743,849	$1,789,921	$2,102,726	$16,630,466	$15,127,555	$16,005,597

GOVERNMENTAL FUNDS' SUMMARIES

	Automotive Equipment Fund			Printing Fund			Stormwater Fund		
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	$10,336,393	$3,557,084	$6,534,931	$44,906	$50,525	($743,825)	$14,271,927	$11,279,058	$6,802,170
TOTAL REVENUES	19,157,196	18,606,065	21,490,156	1,978,002	2,365,459	1,855,000	11,375,612	11,729,047	15,065,702
TRANSFERS IN	47,000	30,000	32,168	246,382	246,382	254,979	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	$29,540,589	$22,193,149	28,057,255	$2,269,290	$2,662,366	$1,366,154	$25,647,539	$23,008,105	$21,867,872
EXPENDITURES									
Operating Expenses	18,270,814	18,444,340	20,839,541	2,544,325	2,384,695	2,109,979	11,975,093	14,583,047	17,999,702
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	18,270,814	18,444,340	20,839,541	2,544,325	2,384,695	2,109,979	11,975,093	14,583,047	17,999,702
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	130,000	130,000	130,000	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	18,400,814	18,574,340	20,969,541	2,544,325	2,384,695	2,109,979	11,975,093	14,583,047	17,999,702
ENDING BALANCE	$11,139,775	$3,618,809	$7,087,714	($275,035)	$277,671	($743,825)	$13,672,446	8,425,058	$3,868,170

	Ballston Garage			Ballston Garage - 8th Level			CPHD Development Fund		
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	$1,069,675	$1,410,403	$402,274	$1,434,796	$1,612,530	$1,556,268	$17,488,349	$20,904,665	$12,966,853
TOTAL REVENUES	3,185,177	4,214,010	2,869,700	205,688	240,540	200,650	18,265,113	26,363,154	19,914,347
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	$4,254,852	5,624,413	$3,271,974	$1,640,484	1,853,070	1,756,918	$35,753,462	47,267,819	32,881,200
EXPENDITURES									
Operating Expenses	2,416,015	3,567,818	2,554,172	64,505	92,841	90,112	19,945,240	24,200,894	23,662,916
Debt Service	-	577,178	593,061	-	-	-	-	-	-
TOTAL EXPENDITURES	2,416,015	4,144,996	3,147,233	64,505	92,841	90,112	19,945,240	24,200,894	23,662,916
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	2,416,015	4,144,996	3,147,233	64,505	92,841	90,112	19,945,240	24,200,894	23,662,916
ENDING BALANCE	$1,838,837	$1,479,417	124,741	$1,575,979	$1,760,229	$1,666,806	$15,808,222	$23,066,925	$9,218,284

GOVERNMENTAL FUNDS' SUMMARIES

	Transportation Capital Fund			Utilities Fund Capital			General Capital - PAYG		
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	$171,630,064	$146,001,751	$177,471,997	$49,966,423	$26,066,423	$35,001,608	$118,049,464	$79,718,482	$71,196,208
TOTAL REVENUES	51,985,223	34,436,800	33,963,837	8,566,552	11,267,000	10,517,000	16,314,245	-	-
TRANSFERS IN	-	-	-	14,190,500	12,155,000	15,548,000	28,042,166	3,832,227	1,180,133
TOTAL BALANCE & REVENUES & TRANSFERS IN	$223,615,287	180,438,551	$211,435,834	$72,723,475	$49,488,423	$61,066,608	$162,405,875	$83,550,709	$72,376,341
EXPENDITURES									
Operating Expenses	38,851,084	31,751,738	30,805,707	20,179,000	23,422,000	26,065,000	51,769,046	3,832,227	1,180,133
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	38,851,084	31,751,738	30,805,707	20,179,000	23,422,000	26,065,000	51,769,046	3,832,227	1,180,133
TOTAL CARRYOVER	-	36,030,555	4,925,470	2,871,848	16,495,000	7,412,000		35,000,000	35,000,000
TRANSFERS OUT	2,351,932	2,685,062	3,158,130	254,019	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	41,203,016	70,467,355	38,889,307	23,304,867	39,917,000	33,477,000	51,769,046	38,832,227	36,180,133
ENDING BALANCE	$182,412,271	$109,971,196	$172,546,527	$49,418,608	$9,571,423	$27,589,608	$110,636,829	$44,718,482	$36,196,208

	Columbia Pike TIF			Crystal City TIF			Travel & Tourism Promotion Fund		
	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	$518,025	$1,191,355	$938,250	$23,449,163	$23,010,603	$24,063,267	-	-	-
TOTAL REVENUES	639,299	968,520	627,960	5,856,782	5,759,940	4,303,230	837,893	$962,882	500,000
TRANSFERS IN	-	-	-	-	-	-	246,700	246,700	452,700
TOTAL BALANCE & REVENUES & TRANSFERS IN	$1,157,324	$2,159,875	$1,566,210	$29,305,945	$28,770,543	$28,366,497	1,084,593	1,209,582	952,700
EXPENDITURES									
Operating Expenses	-	-	-	5,769,769	5,759,940	4,303,230	1,084,593	1,209,582	952,700
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	34,478	1,014,000	627,960	5,769,769	5,759,940	4,303,230	1,084,593	1,209,582	952,700
TOTAL CARRYOVER	-	-	-	-	3,253,380	1,655,770	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	34,478	1,014,000	627,960	5,769,769	9,013,320	5,959,000	1,084,593	$1,209,582	$952,700
ENDING BALANCE	$1,122,846	$1,145,875	$938,250	$23,536,176	$19,757,223	$22,407,497	-	-	-

Ballston Quarter TIF

	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
BEGINNING BALANCE	**410,059**	**-**	**-**
TOTAL REVENUES	**2,745,120**	**$2,018,464**	**$1,928,165**
TRANSFERS IN	**-**	**-**	**-**
TOTAL BALANCE & REVENUES & TRANSFERS IN	**3,155,179**	**2,018,464**	**1,928,165**
EXPENDITURES			
Operating Expenses	1,974,215	2,018,464	1,928,165
Debt Service	-	-	-
TOTAL EXPENDITURES	**1,974,215**	**2,018,464**	**1,928,165**
TOTAL CARRYOVER	**-**	**-**	**-**
TRANSFERS OUT	**-**	**-**	**-**
TOTAL EXP., CARRYOVER, & TRANSFERS	**1,974,215**	**$2,018,464**	**$1,928,165**
ENDING BALANCE	**1,180,964**	**-**	**-**

SELECTED FISCAL INDICATORS: FY 2013 - FY 2022

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
DOLLARS (IN MILLIONS)										
Total All Operating Funds	$1,360.4	$1,416.2	$1,479.3	$1,528.2	$1,580.2	$1,725.6	$1,708.5	$1,719.3	$1,766.5	$1,760.5
General Fund Expenditures	1,082.4	1,101.4	1,173.0	1,184.4	1,222.0	1,255.5	1,261.7	1,323.8	1,345.4	1,363.7
State/Federal Revenue	80.1	86.0	85.2	88.8	93.4	92.9	94.1	110.5	95.3	95.4
METRO Operating Subsidy	25.5	28.2	29.9	30.3	30.3	36.2	42.6	47.6	47.8	46.6
County Govt. Debt Service	54.2	55.9	68.0	62.9	60.3	62.3	67.7	72.0	69.0	73.4
School Operating Fund	417.7	405.9	434.8	462.4	462.6	495.1	515.2	532.6	559.9	588.7
Operating Transfer	357.4	355.8	386.9	400.0	395.6	424.7	436.9	444.2	458.7	452.9
School Debt Service	35.4	42.9	44.1	44.5	46.2	50.3	58.4	59.2	56.9	58.4
Utilities Enterprise Fund	86.1	87.0	86.2	86.7	84.3	90.6	88.4	85.0	91.5	90.5
Housing and Community Development	4.5	2.8	1.2	1.5	3.6	1.9	5.1	6.2	3.4	2.8
Bonded Indebtedness (1)	892.4	886.5	898.5	882.5	990.3	1,083.9	1,167.4	1,083.4	1,200.7	1,210.3
SHARES										
School Operating Fund as a Percentage of Total Funds	30.7%	28.7%	29.4%	30.3%	29.3%	28.7%	30.2%	31.0%	31.7%	33.4%
School Operating Transfer as a Percentage of General Fund	33.0%	32.3%	33.0%	33.8%	32.4%	33.8%	34.6%	33.6%	34.1%	33.2%
Total Debt service as a Percentage of General Fund Expenditures	8.3%	8.4%	8.5%	8.2%	8.1%	8.8%	8.7%	9.1%	8.3%	8.6%
Debt as a Percentage of Est. Actual Property Value (1)	1.4%	1.3%	1.2%	1.2%	1.3%	1.4%	1.5%	1.3%	1.5%	1.4%
PEOPLE										
Resident Population (2)	212,900	215,000	216,700	220,400	222,800	225,200	226,400	228,400	234,200	237,600
At Place Employment (2) (3) (4)	228,700	220,600	221,700	211,000	222,300	224,200	227,000	234,800	231,500	232,400
County FTE's	3,768.5	3,790.0	3,838.7	3,872.8	3,931.3	3,976.4	3,951.2	3,967.9	4,023.0	4,088.6
School Operating Fund FTE's	3,726.6	3,794.8	3,914.8	4,271.7	4,414.8	4,897.4	4,629.4	4,586.0	4,678.4	4,841.9
School Enrollment (5)	22,613	23,316	24,529	25,238	26,152	26,941	27,436	28,020	29,142	29,653

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 2013 through FY 2020. FY 2021 through FY 2022 population estimates reflect Arlington County CPHD Estimates. Actual, Adopted, and Proposed estimates are as January 1st of each fiscal year.

(3) Resident Population for FY 2021 and FY 2022 are subject to change upon the release and review of the 2020 Decennial Census population counts. The U.S. Census Bureau is scheduled to release the 2020 population counts in the fall of calendar year 2021.

(4) At Place Employment numbers for FY 2020 - FY2022 reflect updated office vacancy rates but do not capture temporary and permanent changes in work location such as telworking due to COVID-19.

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

PRIOR YEAR CLOSEOUT (FY 2020) & FUND BALANCE CARRYOVER SUMMARY

Total Fund Balance from FY 2020	**$ 246,864,985**
FY 2021 ALLOCATION / APPROPRIATION	
Allocation to Reserves	
- General Fund Operating Reserve (committed)	73,999,445
- General Fund Operating Reserve (assigned)	2,000,000
- Self Insurance Reserve (committed)	5,000,000
- Stabilization Reserve (committed)	10,612,837
- Stabilization Reserve (assigned)	
- COVID Contingent (committed)	10,200,000
Allocation to Housing	
- Allocation to Specific Projects (committed)	35,820,632
- Unallocated to Specific Projects (committed)	7,090,140
- Unallocated to Specific Projects (assigned)	18,531,863
Allocation to Schools	
- School FY 2020 Expenditure Savings (committed)	26,998,973
- School Portion of Excess Reserves (committed)	279,209
- School Share of Revenue (committed)	(24,407)
Allocation to Capital	
- Land Acquisition (committed)	
- Maintenance Capital / Other (committed)	(157,265)
- Maintenance Capital / Other (assigned)	15,295,814
Allocation to FY 2021 Operating Budget	
- Incomplete or New Projects (committed)	6,441,724
- Incomplete or New Projects (assigned)	9,343,204
- Set-Aside for Anticipated Revenue Shortfall (assigned)	13,448,336
Allocation to FY 2022 Operating Budget	
- FY 2022 COVID Reserve (assigned)	5,000,000
GASB Adjustment for Unrealized Gains	4,882,159
Restricted for Seized Assets & Grants and Nonspendable Prepaid	2,102,321
FY 2021 TOTAL	**246,864,985**
UNALLOCATED BALANCES	**-**
Total Carryover	**$ 246,864,985**

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 2022 Proposed Budget, local taxes total $1.1 billion, 83% of the General Fund budget. More detail on each of these local taxes can be found in the Revenue section. Because Virginia is a Dillon law state, on many of the taxes, the State dictates what taxes can be charged and the tax rates. Arlington County has rates set either at the maximum rate or at rates that help us maintain our economic competitiveness in the region.

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

Fees

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

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

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

BUDGET PROCESS

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

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

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

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

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

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

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

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

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

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

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

Budgetary Basis

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

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

The 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 $63.0 million in funding is being allocated for FY 2022 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals approximately $38.1 million, or 4.6 percent of County government operations (General Fund excluding School's transfer). These figures do not include additional funds outside the County budget that contribute to the affordable housing effort.

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

All of these housing programs are part of a comprehensive County effort to preserve and enhance affordable housing, governed by Arlington's Affordable Housing Principles and Goals. Affordable housing has for many years been a budget priority and the different County programs target different aspects of the housing challenge, ranging from rental assistance to acquisition of committed affordable housing to homeownership to code enforcement and tenant assistance. This summary provides Arlington's Affordable Housing Principles and Goals and multi-year budgeted expenditures. 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 began in 2020 and includes a report on the progress made towards the Plan's goals, an update of the needs analysis, and community engagement to ensure that the AHMP Implementation Framework reflects community priorities and needs.

In addition to the progress made with the Affordable Housing Master Plan (AHMP), significant investments in FY 2022 to various housing programs include:

1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at a level of $8.9 million, all of which consists of ongoing funding.

2) Operational costs for the Comprehensive Homeless Services Center ($1,665,060) are included in the proposed FY 2022 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 2022 proposed budget is $12,684,037 after the addition of $2,553,663 to fund the annual ongoing increase and the increase in Maximum Allowable Rent.

4) The FY 2022 proposed budget includes a total of $2,798,451 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.

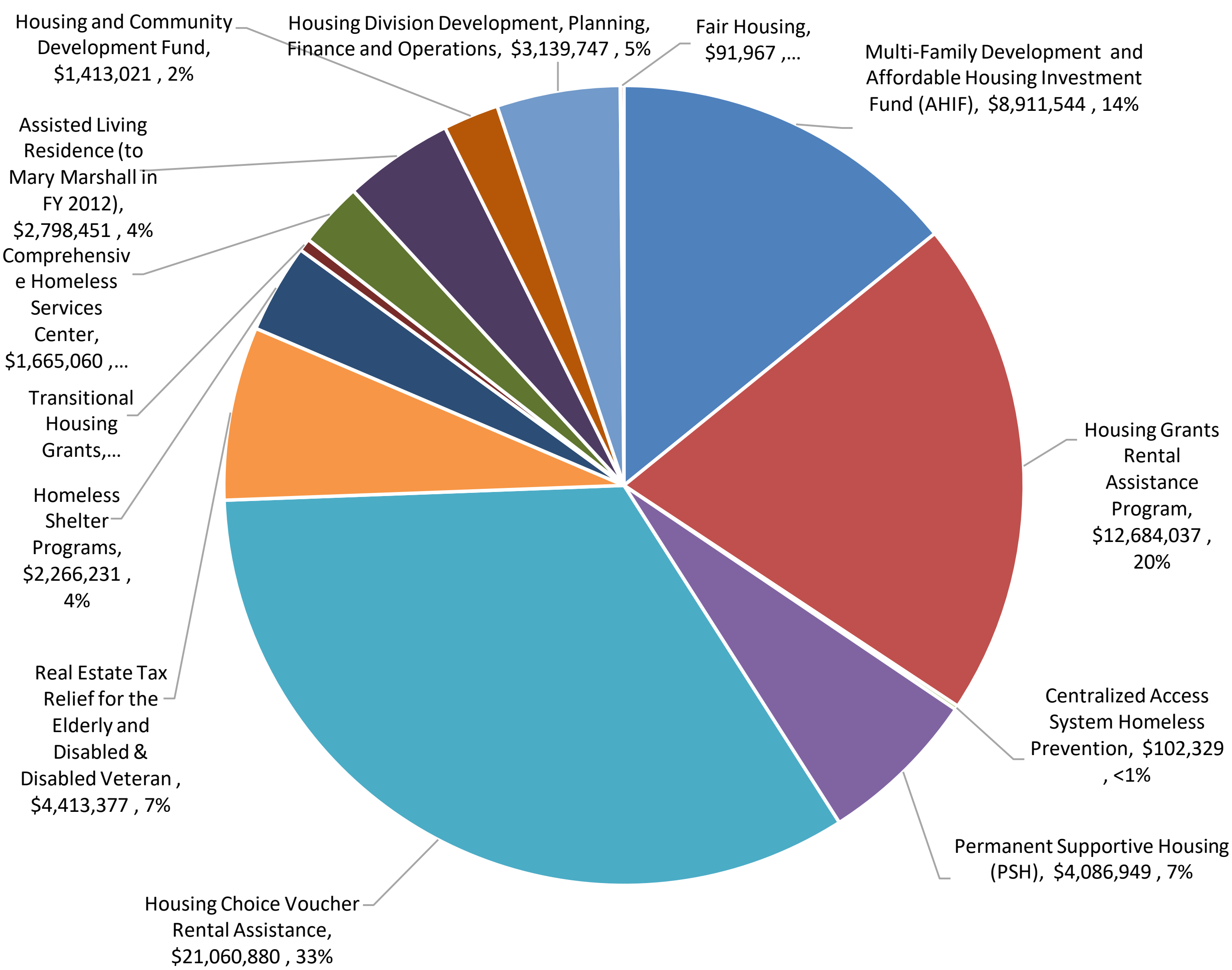
Goal 3: Arlington County shall ensure that its housing efforts contribute to a sustainable community.

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 $63.0 million for all funds in FY 2022; additional funds from the Covid contingent, developer contributions, and AHIF loan repayments are also expected to be spent on housing support.

The General Fund net tax support equals approximately $38.1 million of the General Fund budget (excluding School's transfer). 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 2022 Expense Budget for Housing Programs



PROGRAM SUMMARY

HOUSING MULTI-DEPARTMENTAL PROGRAMS – FY 2017 ADOPTED to FY 2022 PROPOSED

PROGRAM	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 ADOPTED	FY 2022 PROPOSED
HOUSING						
Multi-Family Development and Affordable Housing Investment Fund (AHIF) [8]	13,719,786	15,016,412	14,339,414	15,960,181	16,044,064	8,911,544
Housing Grants Rental Assistance Program	9,677,755	9,153,755	8,707,329	9,328,593	10,130,374	12,684,037
Centralized Access System Homeless Prevention	200,000	200,000	200,000	150,000	374,595	102,329
Permanent Supportive Housing (PSH)[5]	2,064,870	2,064,870	2,064,870	2,761,800	3,174,471	4,086,949
Housing Choice Voucher Rental Assistance	17,870,843	18,964,693	18,671,085	18,929,431	19,473,520	21,060,880
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veteran	4,250,000	4,400,000	4,200,000	4,242,000	4,326,840	4,413,377
Homeless Shelter Programs[1]	1,819,900	1,819,900	1,846,686	2,045,287	2,212,694	2,266,231
Transitional Housing Grants[1]	341,338	341,338	341,338	341,338	341,338	322,653
Comprehensive Homeless Services Center	1,486,146	1,487,143	1,509,941	1,488,394	1,618,428	1,665,060
Assisted Living Residence (to Mary Marshall in FY 2012)	2,432,458	2,533,752	2,571,383	2,648,524	2,727,980	2,798,451
Single-Family Homeownership and Repair Programs [2]	382,338	-	-	-	-	-
Housing and Community Development Fund [3 7]	255,603	1,208,588	1,373,598	2,106,606	1,823,721	1,413,021
Housing Division Development, Planning, Finance and Operations [4]	2,328,465	3,157,094	2,812,435	3,088,740	3,160,772	3,139,747
Fair Housing[6]	92,278	43,410	96,826	43,611	42,452	91,967
Total Program	**56,921,780**	**60,390,955**	**58,734,905**	**63,134,505**	**65,451,249**	**62,956,246**
Net Tax Support (A)	**$38,253,921**	**$39,109,444**	**$37,352,018**	**$43,290,748**	**$42,961,633**	**$38,145,396**

(1) Homeless Shelter Programs 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 beyond FY 2017.

(3) The increase in Community Development Fund costs between FY 2017 and FY 2018 is a result of including additional housing-related programs from the Fund.

(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. The FY 2021 study was not funded, but is included in the FY 2022 proposed budget.

(7) The amounts in the table above for FY 2021 do not include carryover funds from FY 2020 for federal CARES Act ($671,267 in CDBG funds and $239,159 in CSBG funds), as well as an additional $1,348,826 in federal CARES Act CDBG funds. Staff anticipates fully spending all CARES Act funds in FY 2021.

(8) The decrease in the amount for the Affordable Housing Investment Fund (AHIF) in FY 2022 is due to the removal of one-time funds added in the FY 2021 budget ($7,090,140) and a slight decrease in the federal HOME funding that is budgeted in the CPHD Housing and Community Development Fund.

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.

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

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

~~**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 was replaced in 1986 by the Master Transportation Plan. Elements added to the Comprehensive Plan over time include the Recycling Program Implementation Plan and Map, the Chesapeake Bay Preservation Plan and Preservation Area Map, the Open Space Master Plan (now the Public Spaces Master Plan, containing the Urban Forest Master Plan, Public Art Master Plan, and the Natural Resources Management Plan), the Historic Preservation Master Plan, the Community Energy Plan, and the Affordable Housing Master Plan.

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

Goals and Objectives

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

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

- Retention of the predominantly residential character of the County, and limitation of intense development to limited and defined areas;
- Promotion of sound business, commercial, and light industrial activities in designated areas appropriately related to residential neighborhoods;
- Development of governmental facilities which will promote efficiency of operation and optimum public safety and service, including the areas of health, welfare, culture, and recreation;
- Provision of an adequate supply of water effectively distributed;
- Maintenance of sewage disposal standards acceptable to the immediate County area and its neighbors in the entire Washington Metropolitan Area and consistent with the program of pollution abatement of the Potomac River;
- Provision of an adequate storm water drainage system; and

- Provision of an adequate system of traffic routes which is designed to form an integral part of the highway and transportation system of the County and region, assuring a safe, convenient flow of traffic, thereby facilitating economic, and social interchange in the County.

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

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

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

Elements of the Comprehensive Plan

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

- General Land Use Plan
- Master Transportation Plan
- Storm Water Master Plan
- Water Distribution System Master Plan
- Sanitary Sewer System Master Plan
- Recycling Program Implementation Plan and Map

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

Although the Planning Division in the Department of Community Planning, Housing and Development is responsible for the overall coordination and review of the Comprehensive Plan, several agencies within Arlington County are responsible for the review of the specific elements that make up the Comprehensive Plan. A web version which includes the plan elements, can be found on the 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 84-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 County Board adopted an updated General Land Use Plan map and booklet in February 2020, and the web version will continue to show amendments and other minor updates on a bi-annual basis. More information on the GLUP can be found on the GLUP webpage.

Department: CPHD

Master Transportation Plan

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

- The overall rationale for developing transportation facilities (transit networks, roads, walkways and/or bikeways) to meet future travel needs;
- A basis for establishing County transportation-related program priorities;

- A framework for offering advice to other agencies responsible for transportation in this area; and
- An overall direction to guide transportation projects in Arlington County.

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

A comprehensive update of the Master Transportation Plan began in 2004 with the following eight sub-elements adopted by the County Board that now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007), 2) Map Element (2007), 3) Bicycle Element (2008, updated 2019), 4) Pedestrian Element (2008), 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 anticipated to begin in either 2024 or 2025 and would span multiple years. This planning effort may result in a plan reorganization from the current element-based structure to one comprehensive document to achieve better synergy among the transportation elements. This is expected to lead to a series of 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 Storm Water Master Plan with more advanced analysis, a comprehensive risk assessment and mitigation plan is under development for 20202021 to articulate more fully and respond to the growing challenges and needs of the program driven by continued rapid increase in impervious surfaces from redevelopment, steep topography, aging and limited drainage infrastructure, changes in rainfall patterns, neighborhood- and watershed-scale chronic flood risks, and stringent regulatory requirements. This effort will include an asset inventory and condition assessment, a challenges and risk matrix, a gaps analysis and sensitivity review, and recommended strategies and measures to prioritize the County's investments in this critical utility infrastructure.

Department: DES

Water Distribution System Master Plan

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

Department: DES

Sanitary Sewer System Master Plan

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

Department: DES

Recycling Program Implementation Plan and Map

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

Department: DES

Chesapeake Bay Preservation Plan and Preservation Area Map

Arlington County 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 Designation and Management Regulations. The plan mirrors the key recommendations of the Watershed Management Plan (2001) subsequently incorporated into the adopted Stormwater Master Plan (2014), focusing on recommended actions to mitigate stormwater impacts from development activity and the protection and restoration of stream valleys.

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

Department: DES

Public Spaces Master Plan

The County Board first adopted the Open Space Master Plan in 1994, updated and renamed it to the Public Spaces Master Plan (PSMP) in 2005, and adopted the most recent PSMP update in April 2019.

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

Department: DPR

There are 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, called the Forestry and Natural Resources Plan, is underway and is anticipated to be completed in 2022.

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 2021.

Department: AED

Historic Preservation Master Plan

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

Department: CPHD

Community Energy Plan

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

CEP implementation 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, a review of the Affordable Housing Master Plan started in 2020. The County Board launched Housing Arlington in March 2019, it is 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 includes an updated housing needs analysis and will engage the community to ensure that the AHMP continues to comprehensively address the future housing affordability needs of Arlington. The 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.

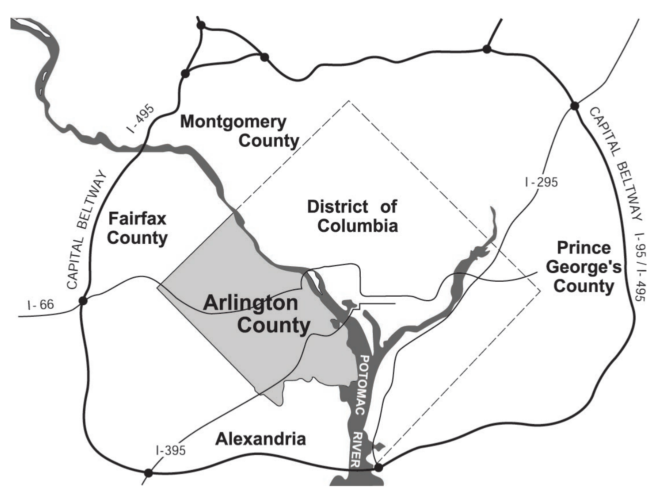
Annexation of any part of Arlington County by neighboring jurisdictions is prohibited by present law unless the entire County is annexed with the approval of County voters. There are no jurisdictions with overlapping debt or taxing powers. The water and sewage systems are operated on a self-supporting 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 2021 population of 234,200, an increase of 12.8 percent over the 2010 population. Additionally, Arlington is home to an estimated 231,500 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 2021, about 20.6 percent (or about 47,800) 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 2021 estimates show that sectors of the professional and technical services (25.1 percent and 58,200 jobs) and other services (22.2 percent and 51,300 jobs) have become the top industries for employment in Arlington County.



ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT

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

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

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

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

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

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

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

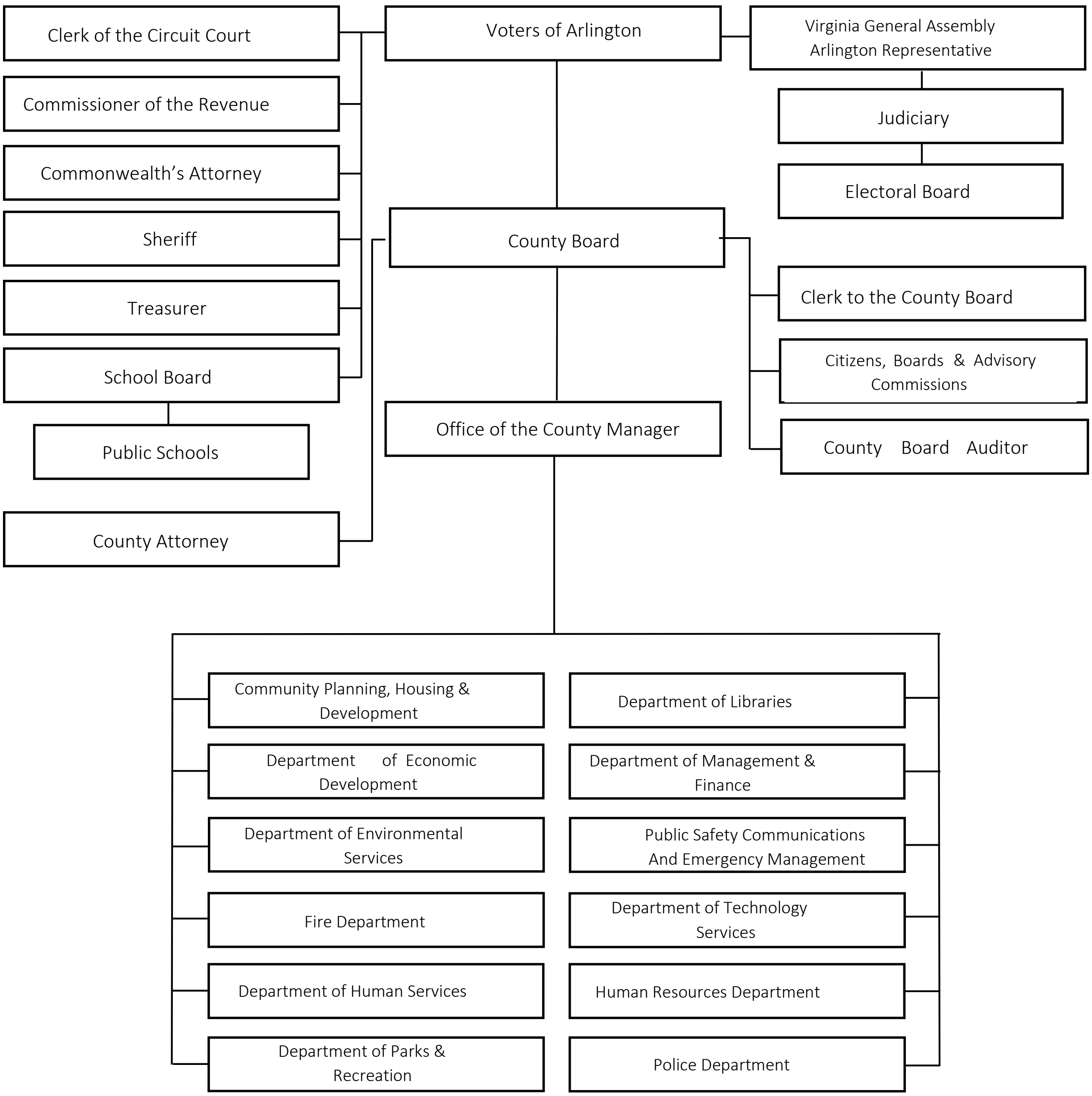
A 1992 revision of the State Code provided a local option to elect the School Board; Arlington voters chose to exercise that option via a November 1993 referendum. As of November 1994 and continuing each year thereafter, School Board members are elected.

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

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

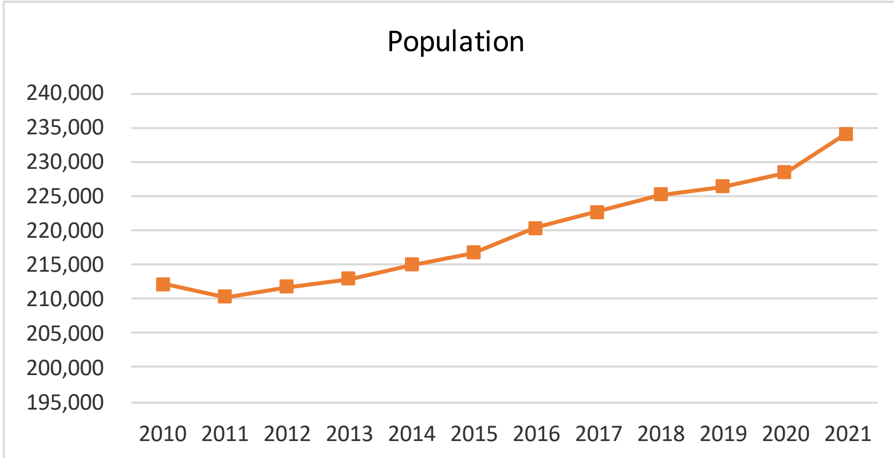
The structure of Arlington County's Government is depicted in an organizational chart on the following page.

ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT



DEMOGRAPHICS

The Department of Community Planning, Housing and Development (CPHD) estimates Arlington County's 2021 population to be 234,200. 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 2011-2021 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 19.6 percent (45-900 persons) of the population are under the age 20. Individuals between the ages of 20-24 make up 6.8 percent or 16,000 persons. Those between the ages of 25-34 make up the largest share of the population at 23.6 percent or 55,230 persons. Persons between the ages of 35-44 represent 16.5 percent of the population (or 38,740 persons), those between the ages 45-64 make up 22.4 percent (or 52,350), those between the ages of 65-84 include 9.7 percent (or 22,810 persons), and those 85 and over represent 1.4 percent of the population (or 3,180 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.

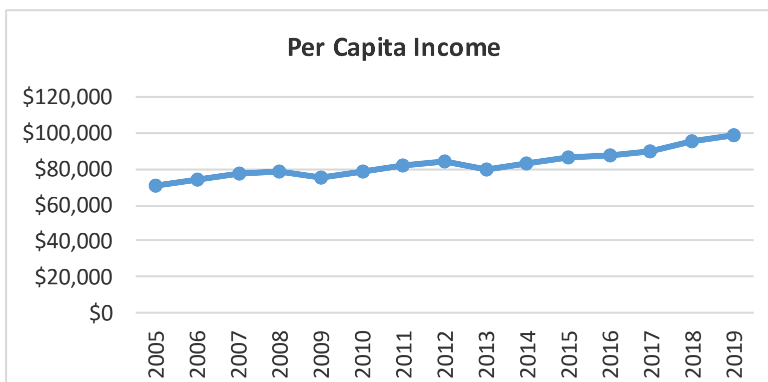
Racial/Ethnic Group	2000	2010	% Change
Non-Hispanic/Latino			
White alone	114,489	132,961	16.1%
Black or African American alone	17,244	17,088	-0.9%
Asian/Pacific Islander	16,346	19,895	21.7%
Other/MultiRacial	6,106	6,301	3.2%
Total Non-Hispanic/Latino	154,185	176,245	14.3%
Hispanic/Latino	35,268	31,382	-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 2019 American Community Survey, 94.5 percent of all household residents age 25 and older were high school graduates, 75.3 percent were college graduates, and 40.3 percent had graduate or professional degrees. Of the Arlington Public School (APS) class of 2020, 93 percent planned to pursue higher education, and the average expenditure per pupil was expected to be $19,581 in the 2021 fiscal year.

PERSONAL INCOME

The educational achievements of Arlington's population are reflected in the County's income statistics as well. In 2019, the Bureau of Economic Analysis reported that Arlington's per capita personal income was $99,407. According to the U.S. Census American Community Survey, the median household income in Arlington County in 2019 was $120,071. The Per Capita Income graph above shows the growth in per capita personal income since 2005. Income figures for 2005 through 2019 are from the U.S. Bureau of Economic Analysis.



HOUSING

According to CPHD estimates, there are 119,700 total housing units in Arlington as of January 2021. 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 (71.1 percent or 85,200) of housing units in Arlington are multi-family. There are an estimated 27,600 single-family detached (23.0 percent), 7,000 single-family attached housing units (5.8 percent) in Arlington. Since 2010, growth in housing units has been largely due to multi-family development. Between 2000 and January 2021, 13,200 new multi-family units have been completed (an increase of 18.3 percent), compared to a net of 485 single-family attached units. There has been a net gain of 131 single family detached units during the same time span. According to CPHD estimates, owners occupy 38.7 percent and renters occupy 61.3 percent of occupied housing units.

HOUSEHOLD COMPOSITION

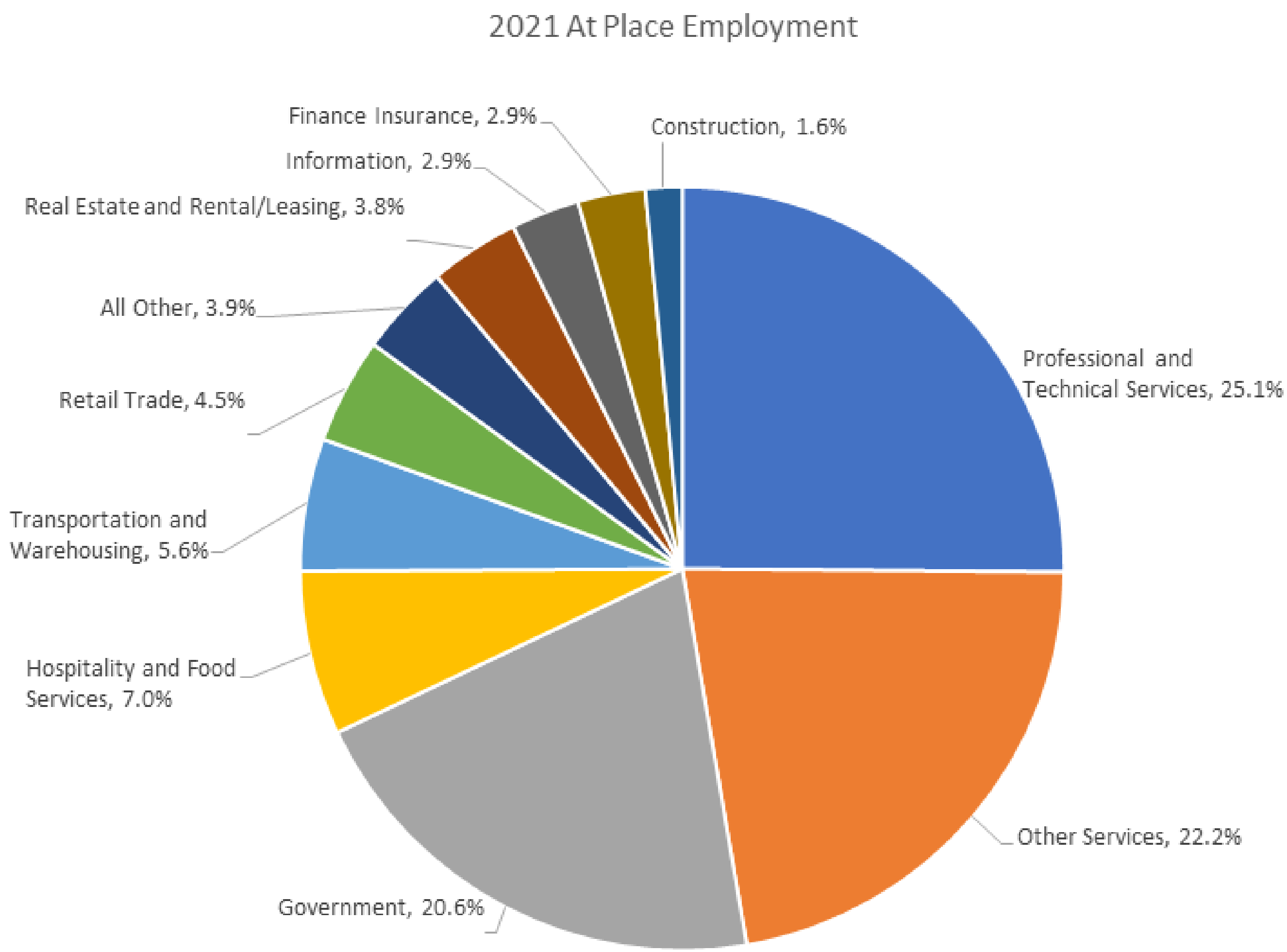
All persons living in a housing unit are termed a household. As of January 2021, CPHD estimates that there are 110,600 households in Arlington County. According to the 2010 Census, the average household size is 2.09 persons. The 2019 American Community Survey estimates 46 percent of Arlington households were family households and 54 percent were non-family households.

COMMUNITY FACILITIES IN ARLINGTON

▪ County Owned Parkland	924 acres	▪ Rectangle Fields	42
▪ NOVA Parks	136 acres	▪ Libraries	8
▪ Multi-Use Trails (Off-Street)	52	▪ Nature Centers	3
▪ County Owned Parks	148	▪ 55+ Centers	4
▪ Tennis and Basketball Courts	185	▪ Community Centers	12
▪ Diamond Fields	35	▪ Fire Stations	9

AT-PLACE EMPLOYMENT

According to Arlington County estimates, the total number of jobs in the County increased by about 15.0 percent between 2000 and 2021. The service sector comprises a significant share of jobs in Arlington. About 25.1 percent of all jobs are in the professional and technical services sector. Another 22.2 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 20.6 percent (47,800 jobs) of the County's January 2021 employment is estimated to be in government. 2017 was the first year in which a sector (professional and technical services) other than government held the highest percentage of at-place jobs in Arlington County.



At-Place Employment

Professional and Technical Services	58,200
Other Services	51,300
Government	47,800
Hospitality and Food Services	16,100
Transportation and Warehousing	13,000
Retail Trade	10,400
All Other	9,000
Real Estate and Rental/Leasing	8,800
Information	6,700
Finance Insurance	6,600
Construction	3,600
TOTAL	**231,500**

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

TOP 10 PRINCIPAL PRIVATE EMPLOYERS

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

Source: Arlington Economic Development

SELECTED SERVICE INDICATORS

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
General Obligation Bond Rating	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
New Voters Registered by Electoral Board (Calendar Year)	16,689	12,000	10,000
Inspections Conducted for Fire Code Enforcement, fire protection system, and hazardous materials inspections	2,350	3,400	3,400
Percentage of Fire Emergencies Reached Within Four Minutes of Dispatch	60%	60%	60%
Fire/EMS/Public Service Responses	52,527	63,000	63,000
Refuse Collected on County and Contracted Routes (Tons)	28,359	30,828	25,442
Total Curbside Recycling Tonnage Collected	10,343	10,861	10,343
Licensed Child Care Facilities (Family Day Care Homes)	133	133	133
Number of registrations in Parks and Recreation programs	50,010	30,000	60,000
Number of individuals registered with the Office for Senior Adult Programs (OSAP)	5,616	3,500	7,000
Police response time for Priority 1 calls (minutes from dispatch to arrival)	4:56	5:00	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.

ARLINGTON
VIRGINIA

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